



# HBA's 2008 RISING STARS

A record number of outstanding life-science executives are being recognized for their leadership and contributions to their companies. These women's roles span myriad disciplines across the healthcare industry as well as a variety of different company types.

**Meet the 95 Healthcare Businesswomen's Association's RISING STARS...**

## LEADERSHIP QUALITIES

We asked this year's Rising Stars to outline what they believe are the most important leadership qualities and to provide their definition of a leader.

**Nelson.**

CommonHealth.

There is no magic formula, no set of qualities or attributes which when combined in exact proportions spontaneously produces a leader. Certainly many leaders possess similar characteristics — innovation, persuasion, charisma, etc. — but what sets a leader apart is her ability to harness her talents and channel her energy in the pursuit of a clear vision of a previously undiscovered possibility. Whether through divine intervention, dogged persistence, or something in between, leaders are inspired with a singular passion to strive toward their goals. This passion, in turn, serves as an inspiration to others to achieve what seems impossible.

**Hermans.**

Wyeth.

Leaders are people whom others follow voluntarily because of who they are and what they do. Leaders are passionate, they often possess a rich sense of humor, and they demonstrate a sense of calm under pressure. Leaders strike a positive balance between driving business results and unleashing the potential in others.

By inspiring others to believe in the possibilities within themselves they collectively achieve the extraordinary. Not only do great leaders develop the talent they have, they also hire exceptional talent and advocate on their behalf to ensure they have the tools and resources to succeed. A strong leader cultivates a highly performing team, encourages innovation and solutions-orientation, and constantly asks for and listens carefully to new ideas and feedback from team members. Leaders set a clear vision and outline clear value-driven expectations. The success of good leaders is linked to their ability to influence and is best defined by the success of the people who follow them and walk beside them.

What sets a leader apart ►  
is her ability to harness her talents  
and channel her energy in  
pursuit of a clear vision.

— MEAGHAN NELSON,  
COMMONHEALTH





▲ The most effective leaders I know are both great listeners as well as great communicators.  
— WENDY GRACEY, DELOITTE

**Halliwell.**  
Novartis.

Leaders are decisive and take action. They don't rely on their position to lead. For me, leadership is about collaboration and engagement. It's about inclusiveness — recognizing the strength that comes from diversity, and surrounding oneself with people who bring unique experiences, knowledge, and backgrounds to the table. That's how you build an unbeatable, high-performing team. It's that diversity that leads to out-of-the-box solutions. In our evolving healthcare environment, successful leaders are change leaders. They know that to be top tier means being proactive, bold, and flexible. To lead people through change, one has to be open and communicate, communicate, communicate. But in doing this, put aside the "corporate speak" and be clear about the vision and the rationale for change. That's what builds respect, loyalty, and commitment.

**Hale.**  
Abbott.

A leader inspires others to work together, not only to achieve a joint objective, but to go the extra mile. Successful leaders usually have excellent communication skills and the ability to motivate others. Communication skills must incorporate not only the ability to clearly articulate and set objectives, but also the ability to listen to and learn from others. In addition, successful leaders inspire others by demonstrating a strong, individual work ethic and the willingness to do the same tasks assigned to the group.

**Marantz.**  
Millennium Pharmaceuticals.

I would describe leadership as having three qualities: the ability to inspire, a constructive discontent, and mental toughness. The ability

## The 2008 HBA Rising Stars



**DAISY AGUILERA**  
Director, Regulatory Operations  
Celgene Corp.

*Daisy manages her team with extraordinary skill, delivering on all their objectives, while garnering commitment and loyalty from them.*



**KATHY ALMEIDA**  
VP, Sales Operations  
Publicis Selling Solutions Group

*Kathy always exhibits a winning, can-do attitude and leads her client service and operations teams with a strong focus on customer service and execution.*



**JANEL BONACHI, CMP**  
Associate Director, Event Planning  
Clinical Connexion

*Janel's high level of energy and commitment to produce quality programs is evident in her excellence in execution and focus on client and team goals.*



**PATRICIA BRADLEY**  
Region Business Director  
Novo Nordisk

*Patricia consistently delivers results and has a strong business understanding.*



**ALLYSON VANDER BROEK**  
Director, Strategic Channel Development  
Schering-Plough Corp.

*Allyson has held various roles of increasing responsibility where she represented Schering-Plough with product access for strategic national payers.*



**DAWN BROOKS, PH.D.**  
Director, API Operations, Chemical Product  
Research & Development, Lilly Research  
Laboratories

*Dawn has made significant contributions within Lilly Research Laboratories, both as a laboratory scientist and in line management.*



**ANNA BRUNE**  
Senior VP, Client Services, GroupDCA

*Anna is a rare combination of mentor, motivator, and creative problem solver.*



**MARIA CANFIELD**  
Director, Client Services  
Alliance Healthcare Information Inc.

*Maria is intelligent, articulate, and has a remarkable work ethic. She has won the respect of every staff member who works with her.*



**SUSAN CAREY**  
VP, Finance Director  
LifeBrands

*Susan is organized, detail-oriented, and religious about deadlines. A strategic brain with creative appreciation, Susan is truly special.*



**ALLISON CERASO**  
VP, Group Art Supervisor  
Euro RSCG

*From her first position here — administrative assistant — to her current one — VP, group art supervisor — Allison has always had that spark one looks for in a leader.*



**LISETE ANDRE CLEARY**  
Senior VP, Marketing Communications  
Vox Medica Inc.

*Lisete's drive, determination, and professional acumen are attributes that clearly underscore her development as a true leader.*



**BRANDY COLANGELO**  
Medical Reprints Supervisor  
Compas Inc.

*Always willing to take on new challenges, and be "best in class" in all she does, Brandy's commitment is unwavering, and her contributions to her team and our clients are beyond measure.*



**SUSAN ENO COLLINS, M.S., R.D.,  
C.H.E.S.**  
Senior VP, Health Education  
HealthEd — The Patient Education Agency

*Susan's insight, experience, and especially her vision for helping patients communicate their needs and participate in their care, has been instrumental to the growth and success of our clients' businesses.*

## The 2008 HBA Rising Stars



**TARA COSTELLO**  
Account Director  
Brand Pharm

*In her three years with Brand Pharm, Tara's growth in team leadership, mentorship, and confidence have been an inspiration to her peers and team members.*



**CHRISTINE CROFT**  
VP, Americas Finance  
Cegecim Dendrite

*Christine's knowledge and commitment to the highest professional standards always comes through.*



**TAMARA CUTLER**  
VP Healthcare Services  
Stryker Corp.

*Tamara exemplifies professionalism, integrity, partnership, and she is passionate about customers and results.*



**CHRISTINE DAMICO**  
Director, Program Development  
MannKind

*Christine is an exceptional program executive with a comprehensive understanding of drug development. She has the ability to apply her expertise in an effective, professional, and friendly manner at all levels of the company.*



**BETH DEAN**  
Director, CNS Marketing  
Ovation Pharmaceuticals

*Beth's sense of personal accountability, excellent analytical skills, and strong customer relationships enable her to develop and implement effective solutions to complex challenges.*



**ROBIN DEROGATIS**  
VP, Human Resources  
Cephalon

*Robin's passion for her discipline and dedication to employees has enabled her to successfully implement effective organizational, cultural, and employee-focused programs.*



**MADELINE DUQUE DILLON, PH.D.**  
Director, Organizational Development  
Daiichi Sankyo Inc.

*Madeline's clear vision and commitment to inclusion enhance the value of her leadership to our organization.*



**CAREN DRANOFF**  
VP, Group Account Supervisor  
Ogilvy Healthworld

*Caren's unwavering dedication and commitment to excellence exemplify the leadership qualities so highly regarded by her peers.*



**SUSAN DUFFY**  
Senior VP, Management Supervisor  
Cline Davis & Mann Inc.

*Susan combines the CDM values — substance, style, conviction, and grace — with quiet confidence for powerful results.*



**BETH DWYER**  
Northeast Regional Director  
MEDA Pharmaceuticals

*Beth has presidential character and is a natural leader. She exhibits extraordinary teamwork, commitment to excellence, and an unparalleled work ethic.*



**SARAH J.H. FAUST**  
Senior Director, Hospital Marketing  
King Pharmaceuticals

*Sarah displays a very strong sense of leadership and has developed a rock-solid team who respect her abilities, coaching and leadership, and vision.*



**BLYTHE FICHTENHOLTZ**  
Director, Program Strategy, Convergent  
Health Solutions  
Dowden Health Media

*Blythe is a team player, a leader, and a role model for her colleagues.*



▲ True leaders maintain a sense of accountability to themselves and to their teams which ensures that they are acting in line with the standards to which others can aspire.

— LESLEY REYNOLDS,  
FULBRIGHT & JAWORSKI

to inspire differentiates a leader from a manager. A leader has to have passion within to be able to instill passion in others; at the same time, she also needs emotional intelligence and a better understanding of what other people respond to. The second quality, a constructive discontent, is not about being critical; rather, it is about a continuous quest to improve the status quo while remaining pragmatic and constructive. Finally, a leader needs mental toughness. A good leader understands the ups and downs of business and is willing to take calculated risks and to pay a price for success.

**Hampton.**  
Elsevier.

I believe that a good leader must possess integrity, determination, and guidance. It is important to have integrity and be truthful in all aspects of life. People should instinctively know that their leader is honest, ethical, and forthright. A good leader cannot be hesitant when she is leading people. She must show determination and a willingness to succeed. She cannot show weakness, only strength. A good leader must provide guidance and reassurance. She should have the ability to help you celebrate your successes and the wherewithal to help you deal with your shortcomings. People want to feel absolutely confident that the person who is leading them knows what it takes to succeed.

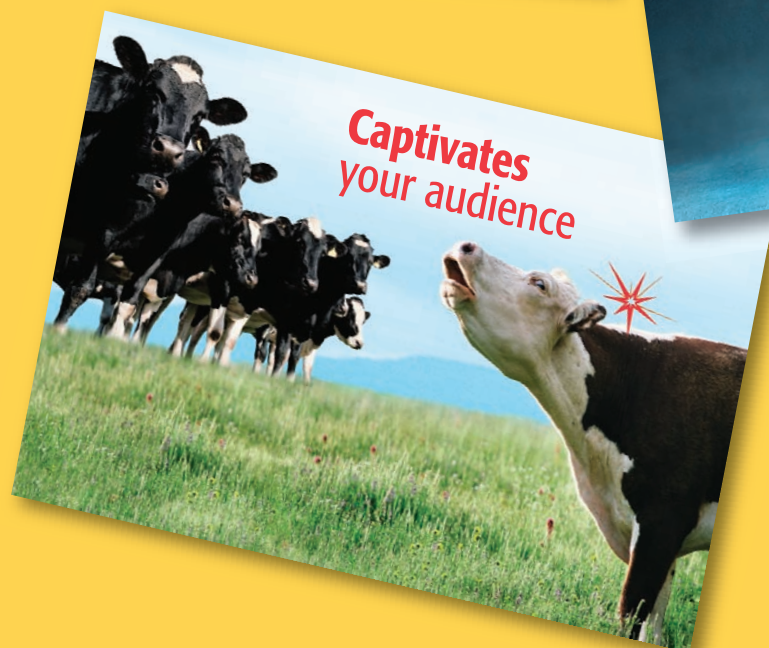
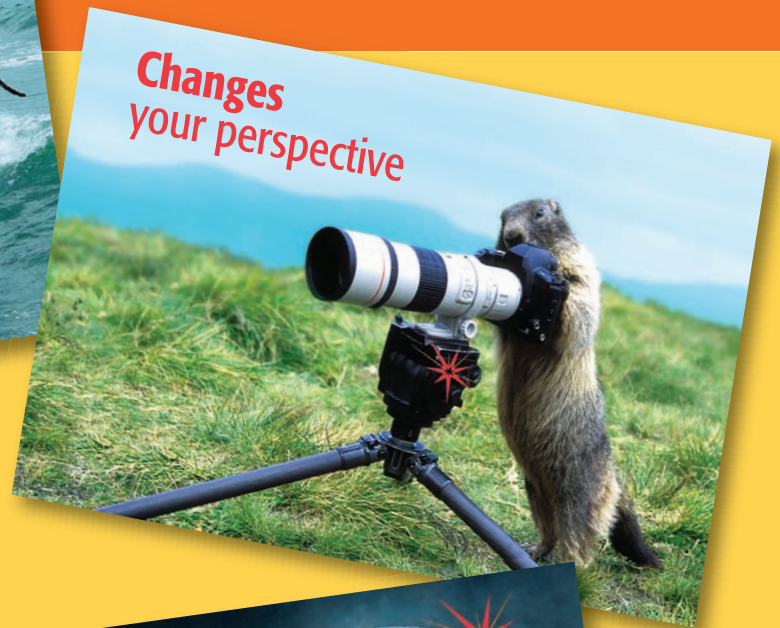
**Gracey.**  
Deloitte.

The most effective leaders I know are both great listeners as well as great communicators. They have the ability to both inspire their staff



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**FlashPoint**  
MEDICA

## The 2008 HBA Rising Stars



**JENNIE FISCHETTE**

Senior VP, Management Supervisor  
Agency Rx

*Jennie is a true leader: smart, charismatic, diplomatic, knowledgeable, empathetic, organized, and compassionate.*



**ROBIN FLORIO-CASEY**

VP, Director of Human Resources  
LLNS Inc.

*Robin is a consummate professional who constantly strives to find new ways to attract and retain talent. She is also a trusted teacher, mentor, and guide.*



**PATSY L. FOWLKES**

Project Leader  
Innovex, Inc.

*Patsy has a total commitment to the development and nurturing of her teams, professionally and personally, as a group and on an individual basis.*



**TRACEE FULTZ**

Senior Manager, International Tax Services  
Ernst & Young LLP

*Tracee takes an active interest in the future of healthcare, from scientific developments to pharmacoeconomics. Her combination of enthusiasm, dedication, and deep industry knowledge make her truly a Rising Star.*



**PEGGY GARELLA**

VP, Group Account Supervisor  
PACE Inc.

*Peggy exhibits an incredible level of dedication to our clients, to the members of her team, and to our agency.*



**JAMIE GLASS**

Associate VP,  
Program Management and Operations  
Health and Wellness Education Partners, a  
division of Health and Wellness Partners

*Jamie draws upon her strong communication skills to direct her team on every detail and develops them through coaching and mentoring.*



**ELLEN GORCZYCA**

Senior VP, Executive Creative Director  
Medicus New York

*Ellen's commitment to mentoring and development of others creates an experience for junior level personnel that is envied elsewhere.*



**WENDY GRACEY**

Senior Manager  
Deloitte Consulting LLP

*Wendy has mentored many colleagues, with a wonderful impact on their careers and our culture. She also serves as a role model for men and women who are integrating work and family.*



**KELLY GRATZ**

President, Blue Diesel, an  
inVentiv Health Company

*Kelly is an accomplished and respected leader and is driving collaboration with her colleagues to create measurable, comprehensive sales solutions for clients.*



**KAREN HALE**

Divisional VP and Associated General  
Counsel, Commercial Litigation  
Abbott Laboratories

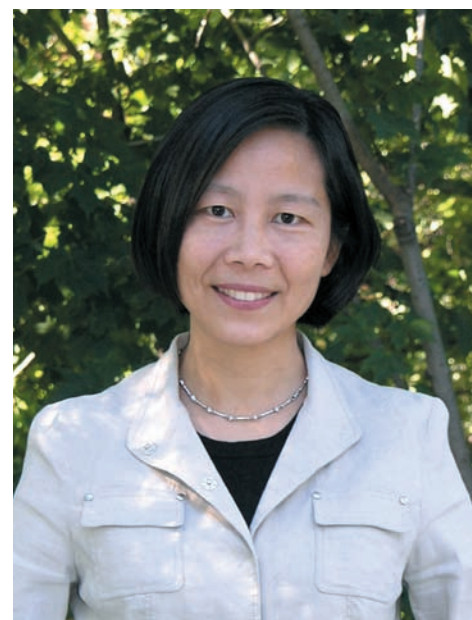
*Karen develops and implements strategies to proactively and defensively protect the company and regularly interfaces with senior management.*



**MARY HALLIWELL**

Executive Director, Commercial  
Strategy & Operations Communications  
Novartis Pharmaceuticals Corp.

*Mary is a role model for change management and has actively served as a change agent on many field force initiatives. Mary's passion, commitment to excellence, and expertise distinguish her from her peers.*



▲ I would describe leadership as having three qualities: the ability to inspire, a constructive discontent, and mental toughness.

— DR. JING MARANTZ,  
MILLENNIUM PHARMACEUTICALS

or their teams as well as to empower or enable them, allowing each person to work to his or her potential while providing any required support. They understand the power in a diversity of skill sets, backgrounds, work approaches, etc., and they have the ability to create high-performing teams regardless of the circumstances. They inspire trust and loyalty and are unassailable in terms of their integrity. They are committed to excellence in what they do and establish high expectations for those who work with them. They are humble about their own accomplishments but quick to give praise to others when due. Finally, they view work-life balance as essential, not optional, and they approach both with a well-grounded sense of humor.

### Dwyer.

MEDA Pharmaceuticals.

A true leader inspires trust and respect, instills confidence, is committed to excellence, and has a strong passion for people and performance. A leader sets the bar high, yet leads her team to exceed it. Leaders set clear expectations, and empower their team to make decisions and run their business, while holding the team and themselves accountable. A leader helps her team see the big picture — the vision, the opportunities, and the obstacles — and rolls up her sleeves alongside her team to develop solutions and proactive plans to ensure success. Leaders never expect anything from their team





A leader wants to take ► others to a new place, and can explain the reason for the journey, the benefits of the journey, and what others need to do to get there.

— DR. MADELINE DUQUE DILLON, DAIICHI SANYKO.



that they would not expect of themselves. A leader consistently recognizes and rewards others' performance and never puts herself ahead of the team. A true leader is a strong communicator, a great listener, respects everyone, and treats everyone fairly, yet is not afraid to have the tough conversation. A leader builds her team by leveraging the strengths of each individual and helps develop and unleash each individual's talent so that he or she can achieve their dreams.

**Marsh.**

Boehringer Ingelheim.

The most important leadership qualities are to be innovative, to be a teacher, and to maintain an atmosphere of respect within the organization. Innovation is important; as leaders we cannot accept the status quo. Innovation can be in the form of continuous change, reengineering, or radical improvement. Change should always be with an eye to the competition. To me the defining moment for all leaders is how they display themselves in the midst of a crisis. Do they dis-

leader has several attributes. She seeks and respects the perspectives of others. An effective leader is, at times, less visible than members of her team. She is a guiding hand, shaping and showcasing the team's work. She fosters her team's enthusiasm, passion, and commitment by demonstrating those qualities. Effective leaders inspire more than they demand. An effective leader facilitates collaboration. The whole is, indeed, greater than the sum of the parts. An insightful leader achieves results by seeking the creative chaos of collaboration. Finally, a successful leader needs to lead — to make decisions, to raise the bar, to provide direction, and to give feedback. These are not the antitheses to collaboration; rather, they are the instruments of success.

**Richardson.**

Spectrum Science.

Straight talker, measured risk taker, honest,

► People should instinctively know that their leader is honest, ethical, and forthright.

— PAT HAMPTON, ELSEVIER



► In our evolving healthcare environment, successful leaders are change leaders. They know that to be top tier means being proactive, bold, and flexible.

— KATE HERMANS, WYETH

supportive, humble, creative, forward-thinking, problem solver, respectful, energetic, curious — these are just a few of the words and attributes I think of when I think of leadership. To me, the best leaders lead through action

play courage, do they move quickly, and do they provide open, candid communication? While these are not the only skills needed to lead effectively, I believe they are the most critical. Communication is inherent in all of these leadership attributes.

rather than words. They teach by doing, not just talking; they set a positive example through the way they approach work, treat others, and generate and reward results. A good leader maps out a well-defined course of action, assigns roles and responsibilities, and helps her team make changes as needed to achieve the desired goals. A good leader also lives by the golden rule. Following this rule is simple if you embrace the tenets of open, respectful communications. I'm a big fan of transparency and information sharing. It puts all the information out there for folks to review and digest so they can develop innovative ideas and solutions.

**Mills.**

HealthEd Encore.

A leader does not lead in isolation. She is, by definition, an integral part of a team. I feel a successful

**Wymbs.**

Innovex Medical Communications.

I believe the most important qualities of a leader are integrity, commitment to excellence, and flexibility. A leader stands behind the decisions she makes but also has the courage to admit when she has made a mistake. A leader is committed to achieving excellence and encourages this in others through her daily actions. Being a leader requires the flexibility to adjust one's leadership style to most effectively guide a team to achieve common goals.

**Reynolds.**

Fulbright & Jaworski.

The most important qualities of a leader include the ability to listen and the ability to lead by example. Effective leaders listen to divergent views and maintain the ability to cull out relevant details to guide their decision making. They seek input from those around them to not only makes better decisions but also motivate team members. True leaders maintain a sense of accountability to themselves and to their teams which ensures that they are acting in line with the standards to which others can aspire. By doing this, leaders inspire others to follow their paths to success.

## The 2008 HBA Rising Stars



**LISA HAMMANN**  
Director, Managed Care Marketing  
Genentech Inc.

*Lisa is widely recognized by her peers and colleagues for “bringing music from noise” with her high-energy and reasoned approach to leadership as the director of managed care marketing.*



**PAT HAMPTON**  
Marketing Solutions, Advertising Sales  
Department  
Elsevier Inc.

*Pat’s organizational talents, strong customer focus, positive attitude, and intense loyalty to our clients make her an inspiration to the healthcare profession.*



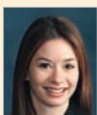
**ERNESTINE HARRIS**  
Director, Human Resources, GSK  
Consumer Healthcare-US  
GlaxoSmithKline

*Ernestine creates a contagious enthusiasm and sets an uplifting example of how to balance personal, business, and community interests.*



**KATHRYN HEARN**  
Project Director/Department Manager,  
Print Design Department  
Cramer

*Flexible and adaptable, from on-the-mark project management to tremendous art direction and creative expression, Kate manages her fast-moving team with clear vision, excellent communications skills, and respect.*



**SARA HENDLER**  
Senior Supervisor, Media Strategies  
Communications Media Inc.

*Sara’s professional demeanor and attention to detail are always appreciated by both clients and coworkers.*



**BRIDGET DONOHUE HERMAN**  
Senior Account Supervisor  
Flashpoint Medica

*With expertise in high-science categories and her uncanny ability to translate complex science into actionable marketing opportunities, Bridget is valued by every client and colleague with whom she works.*



**KATHERINE E. HERMANS**  
Executive Director —  
Global Strategy, Rapamune  
Wyeth

*Kate’s leadership reflects her dynamic, astute, and innovative style that positively impacts those with whom she works.*



**CAROL HILL**  
VP, Operations  
Motivation Mechanics LLC

*Carol embodies what healthcare marketing is truly about: making a difference in people’s lives. She is passionate about what we do and it shows.*



**JENNIFER JANUS**  
VP, Client Services  
Big Communications

*Jennifer continues to amaze us with ideas, processes, and leadership that elevate her group and our company.*



**FAHTI KHOSROW-SHAHI**  
VP, Brand Management  
Practice  
Campbell Alliance

*Over the past 10 years Fahti has emerged as a leader in the firm’s largest practice area, the brand management practice, and is largely responsible for its West Coast expansion efforts.*



**ELIZABETH KING**  
Director, Corporate Communications  
JBK Associates

*Elizabeth embodies the kind of professional that we deliver to our clients. She is a superstar with the passion, skills, and vision to bit the ground running.*



▲ There are a few words that come to mind when I think of leadership: commitment, dedication, hard work, drive, and integrity. These important characteristics help to separate good leaders from great leaders.

— ERNESTINE HARRIS,  
GLAXOSMITHKLINE

### Brune.

GroupDCA.

A good understanding of the industry and experience in it are great starting points, as they help to establish credibility. However, leadership qualities are entirely portable and they transcend the business of healthcare, and business in general. In my opinion, it’s all about enjoying the thrill of challenge, and possessing a constructive spirit of discontent which helps to challenge the status quo. Above all, it’s a capacity to create a vision and the ability to carry it through. The following personal traits are the tools that make that possible: integrity and courage, passion, creativity, empathy and sensitivity, and patience and determination.

### Canfield.

Alliance Healthcare Information.

Being perceived accurately as a leader, whether by staff, colleagues, management, or clients, is all about earning and retaining respect. To do so isn’t easy, but it is simple. Your knowledge base in your areas of accountability must be strong, you must be supportive and available in both fact and appearance, and you must be responsive to both explicit and implicit requests and needs. It is not enough to answer the question that is being asked; all but the simplest questions offer an opportunity to revisit a process or policy in the spirit of continual improvement.

### Duque Dillon.

Daiichi Sanyko.

A leader wants to take others to a new place, and can explain the reason for the journey, the benefits of the journey, and what others need to do to



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## The 2008 HBA Rising Stars



**DONNA KISER**  
Director, Client Services,  
Medicalliance Inc.

*Donna has imprinted her vision of client service throughout our organization in her 11 years of service. She has helped us to be better communicators.*



**JERIANN KOLTON**  
VP, Human Resources PHCG North  
America Advertising  
Publicis Healthcare  
Communications Group

*Jerianne has earned the respect of her colleagues and developed a first-rate HR function. Most notably, she has revamped old systems and initiated new training and development programs.*



**SALLY KOCH KUBETIN**  
Editor of Rheumatology, Editor of  
Clinical Neurology News  
International Medical News Group  
(IMNG), a division of Elsevier

*In addition to her willingness to take on new challenges, Sally is an outstanding mentor — two of her writers won the prestigious American Academy of Neurology Journalism Fellowship Award in 2007 and in 2006.*



**TRICIA LAGAN**  
Account Group Supervisor  
Centron

*Tricia demonstrates a willingness to go above and beyond her everyday responsibilities, she takes on any challenge to enhance her growth, and she shows an overall commitment to her success and our agency.*



**TATIANA LYONS**  
Senior VP, Account Director  
Torre Lazur McCann

*Tatiana knows how to seize the moment and prepare for the future, she always keeps her teams and our clients ahead of the curve.*



**MARTHA MADDOCK**  
Account Supervisor  
Goble & Associates Healthcare  
Communications

*Martha's ability to quickly understand our client's key issues and untapped opportunities makes her an invaluable team member.*



**ADELINE MANDEL**  
Senior Account Manager  
IMS Health

*Adeline effectively applies her customer focus, industry knowledge, and consultative skills to bring high-value solutions to our client base.*



**JING MARANTZ, M.D.**  
Senior Medical Director  
Millennium Pharmaceuticals Inc.

*Jing's productivity and her passion are unparalleled. We salute her dedication, tenacity, versatility, and lasting contributions to our company.*



**CHRISTINE MARSH**  
VP, Business Analysis  
Boehringer Ingelheim  
Pharmaceuticals Inc.

*Chris brings a can-do attitude and pragmatic approach that is a model for all the leaders in our organization.*



**MELISSA M. MASTERSON**  
Senior Director, Managed Markets  
Par Pharmaceuticals Inc.

*Melissa sets an inspiring example by bringing energy, a winning attitude, and impressive work ethic to everything that she does.*



**KASSY MCGOURTY**  
VP, Corporate Communications  
Ortho Biotech Products LP

*A highly dedicated leader, Kassy is respected for her strategic insight, creative solutions, and commitment to advancing the values of our organization.*



**POLLY MEADE**  
VP, Corporate Operations  
TAP Pharmaceutical Products Inc

*Polly's leadership is anchored by an infectious energy, which truly emulates pride, trust, and integrity, and that has delivered significant business results.*



▲ Leaders are decisive and take action. They don't rely on their position to lead.  
— MARY HALLIWELL, NOVARTIS

get there. Throughout the journey the leader influences others, not through the power of threats or bribes, but because the leader can create mutual purpose where it might not be immediately evident. A leader listens to others, engages them in dialog, is masterful at asking provocative questions, and can harness the natural conflicts of organizational life into productive energy. Finally, the leader stands for responsibility and accountability throughout the journey. A good leader selects good talent for the journey, develops that talent, and removes those who do not contribute to making the journey efficient and satisfying. Leaders create organizations where honesty, integrity, and truthfulness are valued, and they do this by confronting those who do not live by these standards.

### Tummarello.

Sanofi-Aventis.

Great leaders are not just those at the top of the organization; they are everywhere throughout the organization and are the ones who help move the organization or teams forward. Great leaders know how to motivate and inspire a team. They have a visible passion for what they do and the people who work for them. They articulate their vision effectively and can lead through change. They are open to new ideas and empower people to make decisions. They are respected and trusted by their teams. They can lead through challenging times as effectively as they can in good times. Great leaders don't look behind them to see who is following, they look next to them to see who is with them on the journey.

### Rogowski.

Saatchi & Saatchi.

I believe the most important leadership qualities are honesty, fairness, passion, approachability, and a strong work ethic. A good leader is a motivating and inspiring individual who leads



▲ A leader knows that without a team, she cannot succeed. Effective and quality leadership is defined by those who support you.

— JAMIE GLASS,  
HEALTH AND WELLNESS PARTNERS

by example. She embraces change and leads with an open mind. A strong leader empowers her employees to make decisions, and unites the team to achieve success in accomplishing a common goal.

**Harris.**  
GlaxoSmithKline.

There are a few words that come to mind when I think of leadership: commitment, dedication, hard work, drive, and integrity. These important characteristics help to separate good leaders from great leaders. Commitment is the vision that leaders have to seeing what needs to be done and taking the necessary steps to get it done. Dedication is the passion that leaders



▲ I believe effective communication is a leader's single most critical management tool.  
— BRANDY COLANGELO, COMPAS

have for their work. Hard work is the sweat equity that is often required from a leader. Drive comes from within. Leaders are often motivated by their circumstances, but also they are often motivated from their own inner selves. It's that voice in the back of your head telling you that you can and you should. Integrity is key and often what sets apart the good from the great. It is one of the most important qualities in a great leader — the ability and confidence to always do the right thing, no matter what the circumstance.

**Hendler.**  
Communications Media.

Everyone has leadership qualities, but I believe an effective leader is someone who uses her skills to bring out the best in others. A leader strives to inspire and provide her team with the tools to succeed. After all, great leaders are ultimately defined by the success of those that they lead. Leaders are good listeners and willingly learn from others. Leaders are able to recognize their own limitations, while capitalizing on their strengths. They realize that not everyone is the same, and therefore communication must be customized. Leaders are confident and knowledgeable and they are given respect without having to ask for it.

**Lagan.**  
Centron.  
Leadership takes confidence, dedication, and most importantly, learning from your mistakes. Being a leader means taking insight from your past, good and bad, and applying those experiences to better your future. Learning from the past is what helps to make your future a success.

**Damico.**  
MannKind.  
In business school my professor lectured on the

various styles of leadership and how they are practiced. In my experience, each style can be effective depending on the situation. However, today's leader within the pharmaceutical industry is one who works in a matrix/team-based environment and therefore must inspire and influence others to meet the objectives of a project/product. Consequently, I believe that the most important leadership qualities for this environment include the following: a solid understanding of the overall strategy — the big picture; excellent communications, listening, and interpersonal skills; the ability to motivate the team; and a skill set that allows one to anticipate risks, solve problems, and make decisions.

**Colangelo.**  
Compas.

A successful leader possesses many qualities. I believe effective communication is a leader's single most critical management tool. Leaders should be able to communicate efficiently with staff, clients, and other leaders to successfully accomplish daily functions. A leader should also be a clever motivator and inspire employee morale and teamwork. If employees feel valued and motivated they work hard to accomplish company and team goals. The most important quality that a leader should possess is to lead by example. Successful leaders inspire and support the organization's collective responsibility to create a better future for their company.

**Vidal.**  
Roche.

There are many ways to define leadership, but for me, there are two specific qualities that are most important. The first is being genuine in everything that you do. It is very motivating to work for or to work with someone who has an authentic leadership style, someone who knows how to keep the workplace real. Another



## The 2008 HBA Rising Stars



**SARA MICHAELS**  
President, Operations  
Meniscus Ltd.

*Sara's strong leadership and drive for improving operational efficiency, as well as for promoting a collegial work environment, energize her colleagues to achieve their highest levels of performance.*



**IDE MILLS**  
Senior VP, Health Education  
HealthEd Encore

*Ide has a passion for making a profound difference in patients' lives. Her focus and initiative is in developing inspiring programs that compel patients to change how they think and act.*



**HEIDI MINICK**  
National Sales Director  
PDI

*Heidi has a positive attitude, work ethic, and industry knowledge as well as an unwavering commitment to sales excellence.*



**CATHERINE MUNERA, PH.D.**  
Biostatistics and Statistical Programming  
Purdue Pharma

*Catherine's ability to navigate complex statistical issues combined with her leadership skills and dedication to project work make her a pleasure to work with and a highly valued member of the R&D organization.*



**MEAGHAN NELSON**  
General Manager, MBS/Vox  
CommonHealth

*Meaghan has the innate ability to grasp the complexities of the group's charge — to provide real, actionable insights into the physician-patient dynamic for the network's clients.*



**RAFAELA CASTRO-NEVES**  
Account Supervisor  
Wishbone/ITP Inc.

*There isn't a client that wouldn't want Rafaela on its business and not a person at Wishbone who doesn't want to be on her team.*



**CAROL NOWREY**  
Senior Director, Human Resources  
Endo Pharmaceuticals Inc.

*Carol's contributions to the business process and leadership development have been innovative and reflect her deep passion for our mission of generating business results through people.*



**CAROLYN ODDO**  
Senior VP, Managing Director,  
Account Services  
Grey Healthcare Group Inc.

*Carolyn is an outstanding mentor both to clients and team members; she shares time, training skills, and knowledge in equal measure.*



**JULIANE OLIVER PANDOLFO**  
Executive Director, Industry Relations  
The Kinetix Group

*Juliane has emerged as a leader and an extraordinary team player. She has excelled in a number of organizational roles, including financial management, project management, and business development.*



**ELEANOR PETIGROW**  
Director, Business Development  
Chandler Chicco Companies

*Eleanor is a mentor both to peers and new industry entrants, imparting sound counsel, wise leadership guidance, and genuine compassion. Her intelligence and energy are second to none.*



**DAWN POPE**  
Director, IRB Services & Study Start Up  
Copernicus Group IRB

*Dawn has been instrumental in building effective processes within a matrix environment and her infectious enthusiasm, professionalism, and expertise penetrates every facet of the organization.*



**JENNIFER POWER, PH.D.**  
Medical Director  
Dorland Global Corp.

*Jennifer works toward success by being eager to learn and open to listening. She is thoughtful and collegial in the manner in which she strives for personal growth.*



▲ Everyone has leadership qualities, but I believe an effective leader is someone who uses her skills to bring out the best in others.

— SARA HENDLER,  
COMMUNICATIONS MEDIA

er important quality is to always be a good listener to your colleagues and customers and to be aware of what others are saying and sometimes — and often more importantly — not saying. This awareness helps leaders anticipate potential hurdles as well as opportunities.

### Minick.

PDI.

A leader displays enthusiasm. Those that demonstrate a sincere interest and zeal in the performance of their organization, duties, and products achieve the greatest success. Enthusiasm is contagious and a leader sets the standard, particularly during periods of adversity. A leader must possess keen judgment. The ability to logically, and often quickly, weigh the facts and circumstances to make sound decisions is the hallmark of a great leader. Leaders are good listeners. Oftentimes the key to conflict resolution is listening. Listening demonstrates a genuine interest in the professional development of others.

### Hearn.

Cramer.

I believe some of the most important aspects of being a good leader are approachability, clear and concise communications, and motivation. A good leader is an approachable one. A leader creates an environment where others feel comfortable voicing their opinions and ideas and they are heard as opposed to being judged. Another valuable component of being a leader is clear and concise communication. When the





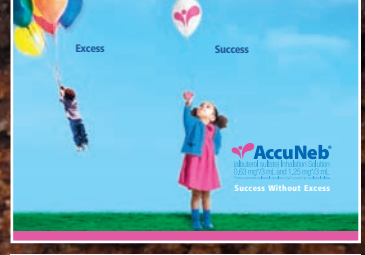
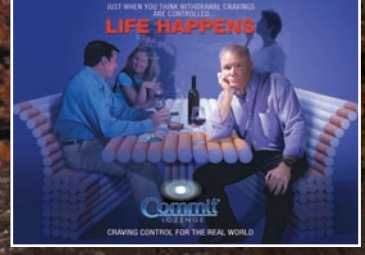
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IMAGINE THE POSSIBILITIES





## The 2008 HBA Rising Stars



**CHARLENE REED, PH.D.**  
Senior VP  
Bench International

*Charlene has spent her career as a leader and a role model for women in the pharmaceutical sector, as well as in retained executive search for the life sciences.*



**LESLEY REYNOLDS**  
Senior Associate  
Fullbright & Jaworski

*Lesley's dedicated service to the firm, committees, and professional organizations makes her a leader in her profession.*



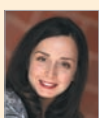
**DAWN D. ROGERS**  
VP, Human Resources, Europe  
Pharmaceutical Operations  
Pfizer Inc.

*Dawn has a contagious passion for our business, an innate understanding of the value our colleagues bring to Pfizer, and a talent for building strong alliances across geographies and divisions.*



**SHANNON RICHARDSON**  
VP  
Spectrum Science Communications

*Shannon is deeply passionate about healthcare communications, and her enthusiasm inspires her team members to achieve their full potential.*



**MARY ROSE ROGOWSKI**  
VP, Group Art Supervisor  
Saatchi & Saatchi Consumer Healthcare, a division of Saatchi & Saatchi Healthcare Communications

*Always ready with insightful questions, kind words, and helpful suggestions, Mary Rose serves as an inspirational example for those with whom she comes in contact.*



**SHERI ROSENBLATT**  
Executive VP, Managing Director  
DraftFCB Healthcare

*Sheri is a fabulous mentor, new business tigress, tireless HBA volunteer, and a shining example for all.*



**LINDSEY SADOULET**  
Director, Market Research  
ImpactRx Inc.

*Lindsey's market knowledge and intellect combined with her collaborative style and dedication make her a terrific coworker and role model for her team members.*



**ALISSA SKLAVER**  
Executive VP  
Sudler & Hennessey

*Alissa's understanding of client needs drives applications that enhance efficiency while maximizing financial and regulatory monitoring.*



**ALLISON SORRENTINO**  
Account Manager  
BusinessEdge Solutions

*Allison has been a tremendous asset to BusinessEdge and to the clients she has served since joining the organization.*



**SUE STEARNEY**  
Senior VP, Account Services  
Publicis Meded

*Sue has distinguished herself as an industry leading client relationship manager, offering both strategic services and excellent execution.*



**TARA STULTZ**  
Executive Editorial Director  
of Primary Care  
Advanstar Medical Economics Healthcare

*Tara wears numerous hats when necessary and has displayed an extraordinary work ethic to accomplish any objective assigned to her.*



**NICOLE TUMMARELLO**  
VP, Financial Control  
Sanofi-Aventis

*Nicole is a dynamic, influential leader whose innovative contributions have led the company and our employees to significant success.*



**MIA UMANOS**  
Account Manager  
Siren Interactive Corp.

*Mia is a forward thinker when it comes to online marketing. She is unusually adept at finding new techniques and technologies as well as identifying ways to adapt them for use by our clients.*



▲ Leadership qualities are entirely portable and they transcend the business of healthcare, and business in general.

— ANNA BRUNE, GROUPDCA

message is clearly set and objectives are defined, teams can achieve their goals faster and with much greater satisfaction. Motivation is one of the keys to good leadership. Leaders need to be available to help adjust and recognize goals met in a rewarding way.

### Glass.

Health and Wellness Partners.

A leader knows that without a team, they cannot succeed. Effective and quality leadership is defined by those that support you. To be a great leader you must be able to identify individual strengths and weaknesses and how best to use them. Leaders are creative and innovative in their approach to ensure a strong team effort. You have to be willing to listen, observe, challenge, motivate, and guide so that each person, working independently, works toward and feels a part of the success of a project. A true leader can motivate and empower not only a team, but each individual to face challenges not as hurdles, but as adventures and learning experiences.

### Maddock.

Goble.

The most important qualities a leader embodies are courage, fairness, and a sense of purpose. And a good sense of humor never hurts either; most days this is what enables a team to stay grounded and successful. A leader is also someone who not only listens but also pays attention and creates an atmosphere of collaboration. They recognize, and more importantly, vocalize that no accomplishment is achieved without the entire team.

### Herman.

Flashpoint Medica.

Leaders are judged by their ability to bring a



team to collective success. Therefore, the ability to attract, retain, and cultivate talent is a critical quality of a true leader. Leaders recognize the strengths and weaknesses of individuals, develop a tailored and creative approach in mentoring team members, and develop members' unique talents to maximize their full potential. Successful leadership combines a clear understanding of the goals at hand with the knowledge of how to inspire people and continuously motivate them to do their best.

**Reed.**

Bench International.

A leader employs a holistic approach to her leadership and management. This individual will understand that analytical expertise and intuition as well as intellectual prowess and emotion are not mutually exclusive. A good

leader will possess all of these qualities and have the ability to titrate them appropriate to the environment.

**Hammann.**

Genentech.

At Genentech, we believe that one of the most important qualities in a leader is credibility — in other words, a leader does what she says that she will do. In our view, this can take the form of three different characteristics. First, trustworthiness — when she says something, do you believe it? Second, compassion — does she truly care for individuals and the organization? And, finally, competence — can she really get the job done?

**Umanos.**

Siren Interactive.

Scientist, theologian, and philosopher Sir Isaac Newton once wrote, "If I have seen farther, it is by standing on the shoulders of giants." This saying has become a mantra for me because I think the foundation for great leadership stands firmly in humility. Though the word itself has a passive connotation, when that characteristic becomes the anchor of strong personality traits like dominance, perseverance, and fervor, the outcome gives one a well-balanced perspective from which to be a leader. Humility teaches us to recognize

that our accomplishments are not ours alone. It helps us understand when we can perform critical tasks ourselves, and when we need to recruit those with more expertise. Humility reminds us to give recognition for the hard work of others and to learn from the team around us.

**Power.**

Dorland.

I define a leader as someone who looks at a situation and tries to offer a better solution or a more effective way of doing things. This often requires taking risks and assuming accountability regardless of the outcome.

**Warner.**

Palio.

I define a leader as one who is able to inspire and motivate those around her to work toward a clearly defined goal and deliver exceptional results regardless of the obstacles the team faces. Leaders share similar attributes, including integrity, flexibility, a strong work ethic, and grace under pressure. Additionally, a leader must possess the ability to remain calm, be deliberate and, particularly, be optimistic when faced with adversity. When a leader is able to act calmly when confronted with an obstacle, her team often responds similarly and feels equipped to meet and overcome the challenge.

**ROLE MODELS**

PharmaVOICE asked the HBA Rising Star Class of 2008 to identify the individuals who have played a role in their leadership development, either as mentors or role models.

**Wilkerson.**

AstraZeneca.

I have benefited from many mentoring and coaching experiences both formal and informal during my professional career. Over time, I have had the opportunity to collect and cultivate numerous pearls of wisdom that have helped shape my own leadership qualities. One of my most valued mentoring relationships was through a colleague and friend who offered fundamental insights as to who I was as a leader. This person helped me to appreciate and har-



◀ Over time, I have had the opportunity to collect and cultivate numerous pearls of wisdom that have helped shape my own leadership qualities.

— GINA WILKERSON, DVM  
ASTRAZENECA



## The 2008 HBA Rising Stars



**PAMELA VAN HOUTEN**  
Director, Global Pharmaceuticals  
Tibotec Therapeutics

*Pamela is a highly collaborative, valued partner among all who work with her, including internal business partners, agency staff, physicians, patients, and activists.*



**SARAH VIDAL**  
Product Director, Actemra Brand Team  
Roche Pharmaceuticals

*Sarah's willingness to take on new opportunities and desire to deliver a superior product are apparent. Her combination of confidence, energy, experience, contagious enthusiasm, as well as respect for others make her a Rising Star.*



**LISA VRANESICH**  
VP, Account Director  
Surge Worldwide Healthcare  
Communications

*Lisa constantly challenges herself to improve, embraces feedback on performance, and engages in learning and development opportunities.*



**LEAH WARNER**  
Account Director  
Palio Communications

*Leah's quiet dedication and commitment to her brands and her team knows no bounds. She is a role model and mentor to her colleagues.*



**DEBRA WEISS**  
Senior Director, Global R&D  
Quality Assurance  
Shire Pharmaceuticals

*Debra's strategic leadership helped bridge the gap between our quality teams that were divided between the research and the commercial sides of the organization; she created an atmosphere of unity rather than division.*



**SANDRA WIEJOWSKI, PHARM.D.**  
Associate Director, Medical Affairs  
Solvay Pharmaceuticals Inc.

*Sandra is a skilled leader who produces measurable results while gaining the respect of both her team and her crossfunctional colleagues.*



**GINA P. WILKERSON, DVM**  
VP and Chief Veterinary Officer  
Veterinary Affairs and Animal Welfare  
Global Safety Assessment  
AstraZeneca Pharmaceuticals LP

*Gina has been a champion of women's success and was cofounder of WiReD, our women's employee network group in R&D.*



**LORI WILLIAMS**  
Director, Outsourcing Operations  
Eisai Inc.

*Lori takes time to understand viewpoints, seeks win-win solutions, and builds strong teams that deliver expected results.*



**MELINDA A. WILP**  
VP, Operations and Chief Financial Officer  
SARGA Associates

*Melinda is an inspiration and exceptional motivator, helping those around her achieve their potential. She is a passionate and dedicated supporter of women, both at SARGA, the HBA and other associations.*



**BETH WYMBBS**  
Senior Account Director  
Innovex Medical Communications

*Beth has proven adept in strategic planning and program execution for assigned accounts, combining her account management experience and positive attitude to create a true partnership with customers.*



**JEANNE E. ZUCKER**  
Senior VP, Strategic  
Business Development  
Infomedics

*Jeanne is an accomplished and inspirational healthcare executive. She pursues her work in product development, marketing, and strategic account development with passion.*



▲ Throughout my career, I have had many mentors and role models. I have always been a firm believer that there is something to be learned from everyone.

— MARY ROSE ROGOWSKI,  
SAATCHI & SAATCHI

ness my true, authentic self as a strength and leadership quality. He also stressed the importance of emotional intelligence when it comes to leadership. Receiving the HBA Rising Star honor not only acknowledges the opportunities that I have been given to excel, it also reconfirms my commitment, and indeed obligation, to influence, inspire and mentor others to fulfill their individual leadership potential.

**Rogowski.**  
Saatchi & Saatchi.

Throughout my career, I have had many mentors and role models. I have always been a firm believer that there is something to be learned from everyone. One of the biggest contributors to my leadership development was my father. He helped shape many of the personality traits that have been instrumental in my career. Through him I have learned that there is nothing I can't accomplish if I set my mind to it.

**Gratz.**  
Blue Diesel.

Over the course of my career there have been many mentors, but really there has been one key role model for me, my father. My father was a very successful businessman; he was also a father of nine kids. As I look back, he has been such a huge influence in who I am today. He taught me about working hard, never giving up, and believing in myself. He provided little tips about dealing with tough situations and having patience, which by the way, has never been my strong suit. He taught me how to golf at the age of 7; he thought it would be important for us to be good golfers as we entered the

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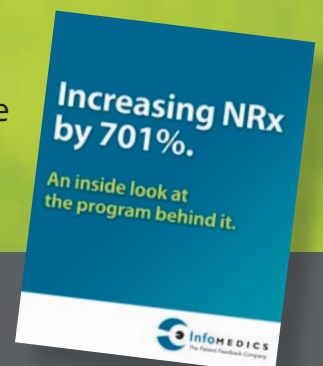
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workforce. It has paid off quite well. He reminds me to do the small things, they mean the most. Most importantly, he has helped me understand the importance of working hard at the office as well as working hard at being a good parent and spouse.

**Eno Collins.**

HealthEd.

“Treat advice as a gem; give it when it will be of utmost value to the person receiving it.” My longtime mentor at HealthEd, Stephanie Mazzeo-Caputo, gently offers this and other sage advice in her role as senior VP, organizational development. I met Stephanie early in my career when I was an American Red Cross nutrition coordinator. In a counseling skills workshop I attended years ago, Stephanie discussed responsive listening, an innovative counseling approach that involves reflecting a person’s concerns and helping him or her to clarify problems, set goals, overcome obstacles, and explore solutions. Stephanie’s judicious approach to advice giving belies the formative role she has played in my career. At opportune moments, Stephanie’s advice has helped me to realize the importance of: listening to my intuition; being willing to move outside my comfort zone to embrace new challenges and discover new skills; mentoring others; and delegating.

**Petigrow.**

Chandler Chicco.

I have been incredibly fortunate to have had some wonderful role models over the years, first and foremost, my parents, who encouraged me to pursue a career in something I truly enjoyed. In my early years at Burson-Marsteller, Barbara Smith, Lloyd Kirban, and Saralie Slonsky all taught me things that I have kept with me to this day. More recently, Gianfranco Chicco has given me the freedom to take creative risks, and throughout my entire career, Bob Chandler has never stopped providing inspiration to “see things they don’t see.”

**Rogers.**

Pfizer.

The most important role model that I have had has been my mother. At the age of 36 she found herself alone with three small children and little support. While we were young she worked two jobs to make ends meet but still had time to attend school plays, dance recitals, and sporting events. She never allowed room in our home for obstacles or doubt. She taught me — and showed me — that I could be anything I wanted if I was willing to work hard and be creative.

She also taught me that the things that are really important are the experiences that you have and the relationships you build. And, generally, if you face every situation expecting to find the best, that is what you will find. From then until now, I have tried to follow her example.

**Hale.**

Abbott.

There are three women who have played significant roles in my leadership development. The first is my mother who taught me to always do my best, no matter how big or small the project. She told me that there would always be someone smarter than me but I should make sure no one worked harder than me. She taught me that there was nothing I couldn’t achieve, if I truly desired it and gave it my best. From her, I learned that the key to success ultimately lies within — believing in oneself. No one can take your confidence — it is only theirs if you give it to them. The other two women who have played significant roles in my leadership development are very similar. They are my godmother and my current boss. Both are extremely smart and articulate women who have excelled in the legal field. My godmother is a state court judge in Virginia and my boss is the general counsel of a Fortune 150 company. As role models, they have excelled while keeping their integrity and remaining uncompromis-

The inspiration for my leadership development does not come from one or two individuals, but rather a constellation of valuable acquaintances.

— MIA UMANOS,  
SIREN INTERACTIVE

ingly true to themselves. From both I have learned to focus not on the next step, but on the current step. In other words, by performing your current job to the best of your ability, you prepare yourself for the next step. In doing so, you use every step to learn as much as you can and to form building blocks for the future.

**Umanos.**

Siren Interactive.

Early on in my career, I understood that the first step to learning is listening. When you sincerely listen to people — subordinate or superior, professional or personal — there is almost always something important to be heard. So the inspiration for my leadership development does not come from one or two individuals, but rather, a constellation of valuable acquaintances. A few that come to mind are: from my father, I learned that negotiation requires a balance between fairness and shrewdness; from my mother, I learned to view change — good or bad — as a requisite for professional evolution; my martial arts coach taught me that the greatest rewards come after a



▲ My mother taught me that the key to success ultimately lies within — believing in oneself. No one can take your confidence — it is only theirs if you give it to them.

— KAREN HALE, ABBOTT



energy, and interest to provide me with guidance, direction, and support throughout a long and fulfilling career to date. Gene P. Guselli, President and CEO of InfoMedics, has provided vision, direction, and leadership throughout the development of two healthcare companies. He is exceptional in his ability to motivate people, lead by example, and set out the right challenges to bring the best out in his management teams. I have truly enjoyed my time working with him and have benefited from his mentoring and support.

**Mandel.**  
IMS Health.

I have been fortunate at IMS to have great examples of leadership not only from those to whom I report, but also from those who have been my mentors. Additionally, I have sought out mentors in my personal life. These mentors include my husband Ron, politicians, clergy, friends, and those whom I have met through volunteer committees. I have noticed

some common qualities amongst these inspirational leaders. They clearly articulate focused goals and they are accountable, flexible, and resilient. They have inspired me by their example to identify personal goals that relate to overall team objectives. They have provided a positive winning spirit, guidance, encouragement, and enthusiasm, and have selflessly given their time to my growth and development. Mentoring has been extremely successful for me.

**Hammann.**  
Genentech.

My current job has been the most satisfying professional experience that I have had to this point. I think it's because of the breadth of the perspective, in that I have the opportunity to think about every single Genentech brand, consider the development of many talented individuals, and think through a variety of issues that will have a significant impact on our business in the future.

**Lyons.**  
Torre Lazur McCann.

My role model for leadership has been family: my parents, husband, and children. They are my biggest supporters, honest critics, and proudest achievement. My father came to America after WWII — starting with nothing



◀ I have been fortunate at IMS to have great examples of leadership not only from those to whom I report, but also from those who have been my mentors.

— ADELINE MANDEL,  
IMS HEALTH

healthy mix of knowledge, faith, and risk; my own son has taught me that you've got to have fun with the task at hand, and, sometimes, you have to get a little dirty.

**Zucker.**  
InfoMedics.

I have had an unusual and somewhat atypical career in healthcare. I have had the great fortune of working with one man and a core team of dedicated healthcare professionals for many years. I credit much of my leadership development and expertise to these individuals who know me well and who have taken the time,



▲ My current job has been the most satisfying professional experience that I have had to this point.

— LISA HAMMANN, GENENTECH

— yet had a vision for success. My first lessons in leadership were from my mother, a proud schoolteacher. Professionally, I'm fortunate to have been mentored by talented and dynamic individuals. Jeanne Blanchard, my first big boss, showed me how to manage a team — all while successfully, and happily, raising a family. Tracy Grandstaff, who works at Comedy Central, taught me to think big, to be fearless, and of course, be funny. Over the last three years, Marci Piasecki, CEO of TLM, has been my biggest influence. She embodies the characteristics of leadership: integrity, vision, expertise, and inspiration. She's courageous in business decisions, yet down to earth. Simply put: she makes those around her better — something I aspire to do every day.

**Gracey.**  
Deloitte.

First, I have had the opportunity to work with and be mentored by numerous outstanding female partners at Deloitte, each with their own individual style but all very effective as leaders; I have learned something from each of them. Secondly, I believe I have learned many things from my project teams. Each team is unique in terms of personality, skills, and challenges, and each one has offered me the opportunity to grow and stretch my leadership skills in a new way. I make it a point to ask all of my team members for direct feedback, and many have provided very valuable insights. Finally, I think my children have also helped me to develop as a leader. They challenge me to view the world with fresh eyes every day and to be fully present



in each moment, both of which contribute to my ability to be an effective leader.

**Wymbs.**

Innovex Medical Communications.

I have learned something from everyone I've worked with, and each experience has contributed to my development. The most important role models for me have been my parents, who have instilled in me a strong work ethic and who encouraged me to work to my highest potential. These attributes have been the foundation of my professional growth and success.

**Bradley.**

Novo Nordisk.

I have had people above me who have inspired me throughout my career, but my greatest mentors have been my peers and direct reports. Working with people I trust and value has provided me so many opportunities to grow professionally. We strive to have honest, trusting relationships and feedback is critical for us all to move forward. I feel very fortunate to be part of a strong team and sometimes the greatest learnings come from basic day-to-day interactions.

**Glass.**

Health and Wellness Partners.

I have been fortunate to have two women guide and support me throughout my leadership development. Jani Hegarty, president, is an incredible role model for what a woman can achieve through dedication, passion, and a true desire to provide creative and high-level service to clients. Her dedication not only to her company and clients, but employees and family exemplifies a well-rounded leader. As a mentor, Bonnie Welsch, chief operating officer, has given me the strength and confidence to grow and take on new challenges. Her insight and knowledge of the position, the company, our clients, and personal hurdles have imbued me with a strong foundation to be a leader. She continues to set the bar on the type of leader I aspire to be.



▲ “Treat advice as a gem; give it when it will be of utmost value to the person receiving it.” My longtime mentor at HealthEd, Stephanie Mazzeo-Caputo, gently offers this and other sage advice in her role as Senior VP, Organizational Development.

— SUSAN ENO COLLINS, HEALTHED

**DEFINING A CAREER PATH**

**Because career development often takes many paths, we asked our Rising Stars to discuss what they've found to be the most satisfying leg of their journey thus far.**

**Lyons.**

Torre Lazur McCann.

The most satisfying part of my career is now ... and I hope I'll still be saying that in five years.

After almost two decades, it is always rewarding to see finished work come to life. It represents the collective effort and vision of the agency team and our clients. In recent years, my

career in the community has been very gratifying. I have been employing the same passion and energy I put into my professional work to give back to those in need. Whether it's sur-





passing fundraising goals for my local YMCA or market building for a \$4 billion brand, my satisfaction comes from having a vision and helping others make it happen. Now as a senior manager, every day is an opportunity to mentor, to learn, and to make a difference. I feel fortunate to be one of the lucky people who can say that.

**Marsh.**

Boehringer Ingelheim.

To me the most satisfying leg of my journey with respect to my career path is always where I am currently. Individuals should not focus on where they were or where they hope to be in the future, but where they are today. In my current role, I am directly or indirectly responsible for ensuring the development of more than 70 individuals in my organization. I derive tremendous satisfaction when members of my team achieve successful completion of a major initiative, are rewarded for implementation of an innovative idea, or earn a well-deserved promotion.

**Halliwell.**

Novartis.

My career journey in pharmaceuticals has been very satisfying. It started with a very large risk — a move outside of my comfort zone. I had always wanted to be an educator, so after 11 years as a high school English teacher, I took a step into the unknown and accepted a job within pharma. I had the opportunity to be the founding member of the communications function within Berlex Laboratories. It was a tremendous opportunity and learning experience. It taught me to have confidence in my skills and talents and to embrace change as opportunity. It's a lesson I've never forgotten, and one that continues to serve me well as I have grown and developed throughout my 19 years within our industry.

**Mills.**

HealthEd Encore.

My career has been a satisfying journey thus far; a journey that has prepared me well for my present role as a senior VP of health education at HealthEd Encore. Developing programs



◀ It's a nice feeling to know that the work you do every day can positively impact people's quality of life. You just can't beat that.

— SHANNON RICHARDSON,  
SPECTRUM SCIENCE



I placed trust in my ▲ organizational leadership and have responded with energy and dedication when challenging assignments have come my way.

— DR. DAWN BROOKS, LILLY



▲ The most satisfying part of my career has been experiencing and taking an active role in the launch of a product.

— TRICIA LAGAN, CENTRON

that engage and educate patients requires a deep understanding of the patients themselves; thus, there is no substitute for my early career experiences working closely with patients. Working as a clinical social worker serving patients with mental health conditions and, later, patients with cancer has broadened my skills and deepened my passion, enabling me to now reach a wider audience. Every day I draw upon my more than 20 years of clinical knowledge — my medical social work and advocacy background, and my one-on-one experiences with patients. My career path demonstrates to young women that their early career experiences can shape and enrich their careers down the road.

**Nowrey.**

Endo Pharmaceuticals.

Walking into a new assignment or situation that is unfamiliar creates the greatest learning. We don't always recognize it at the time but it is one of the most abundant learning experiences gifted to us. Even with many of these types of experiences over my career there is one that continues to be most satisfying: building a team of high-quality professionals. I have the privilege to work with an incredible team. Building a strong team and observing their contributions to the business has been my most satisfying experience. The team is comprised of highly motivated, passionate, capable people. They model our company's values and are committed to making a quality impact on our business.

**Lagan.**

Centron.

The most satisfying part of my career has been experiencing and taking an active role in the launch of a product. This year I was part of the launch of AmniScreen and it was one of the most gratifying experiences that I have had thus far. Not only was I directly involved in defining the brand, I saw all of our team's hard



Individuals should not focus on where ► they were or where they hope to be in the future, but where they are today.

— CHRISTINE MARSH, BOEHRINGER INGELHEIM



I work with clients and my staff through ▲ the life of the client contract: implementing programs so that we become an indispensable partner, not just a vendor.

— MARIA CANFIELD, ALLIANCE HEALTHCARE INFORMATION

work put to use in the field, which made the entire experience truly rewarding.

**Bradley.**  
Novo Nordisk.

As a director I get the opportunity to give back. The most satisfying aspect of career development for me has been providing different opportunities for my managers and direct reports. Recently, we have had the opportunity to study different leaders plus go back in time and watch these leaders evolve. To study these individuals gave all of us a new perspective on leadership development. Providing different opportunities for development has been one of the most satisfying parts of my career.

**Richardson.**  
Spectrum Science.

The answer to this question, hands down, is landing at Spectrum eight years ago. Working for an independently owned agency that encourages entrepreneurship has opened a number of doors for me in my career. Not only

▼ Over my career there is one experience that continues to be most satisfying, and that is building a team of high-quality professionals.

— CAROL NOWREY, ENDO PHARMACEUTICALS



have I had the opportunity to expand my skills as a communications counselor, but I've been able to go after new business in fields I'm passionate about, take on new challenges within the firm, and implement ways to do our work better and more efficiently without fighting through bureaucracy. I love the work we do here. Our focus on healthcare means that at the end of the day, we're helping people live longer, healthier lives. I feel really good about the contributions I've been able to make in helping people take control of their health and break free of restrictions placed on them by chronic disease. It's a nice feeling to know that the work you do every day can positively impact people's quality of life. You just can't beat that.

**Canfield.**  
Alliance Healthcare Information.  
My experience for the first 17 years of my career was operational, running internal service and



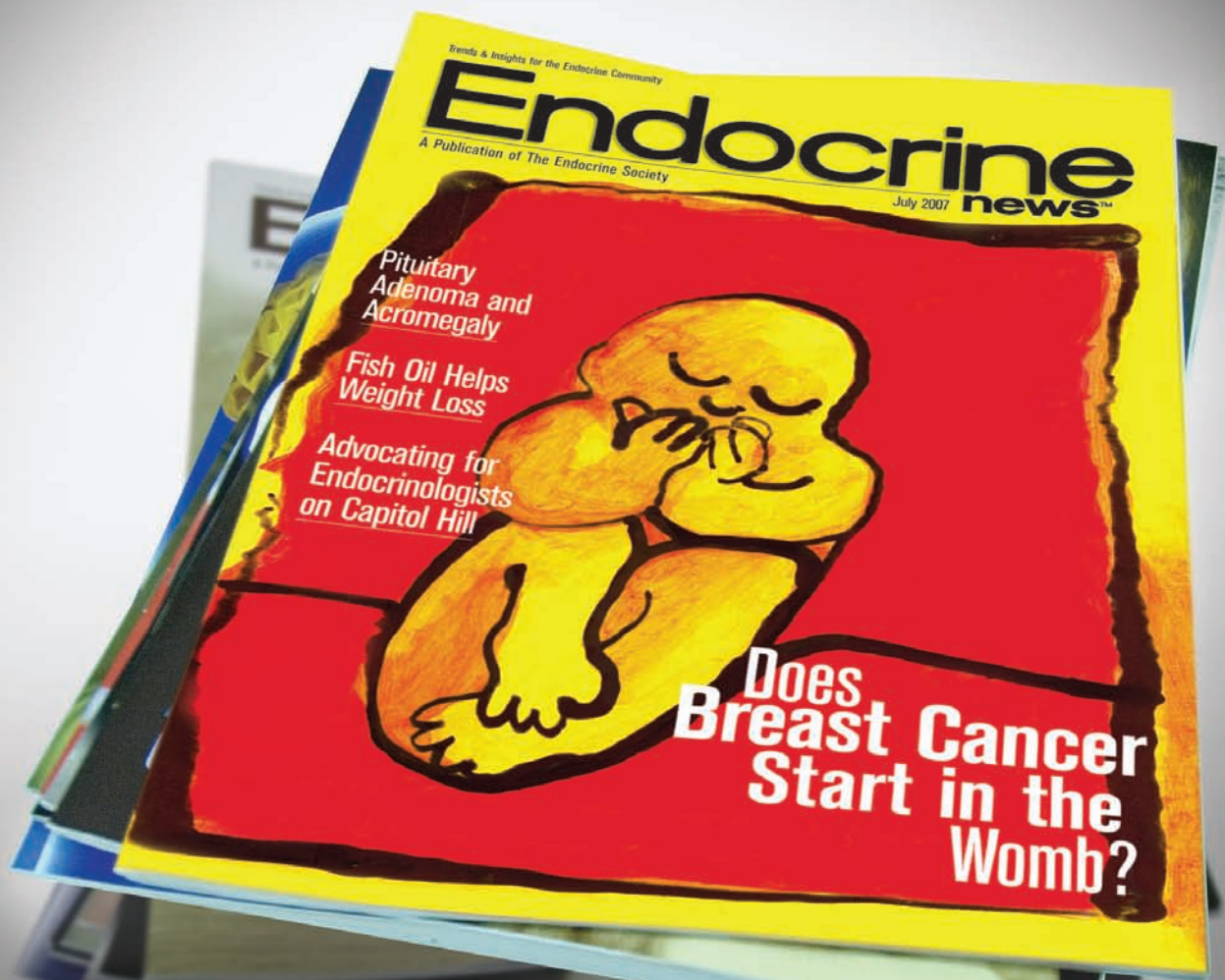
▲ The most satisfying part of my career is now...and I hope I'll still be saying that in five years.

— TATIANA LYONS, TORRE LAZUR MCCANN

sales call centers. That prepared me very well to move to the outsource service provider venue. I work with clients and my staff through the life of the client contract: implementing programs, working with interfacing departments to meet client expectations, ensuring that we as the outsourcer add additional services routinely so that we become an indispensable partner, not just a vendor. That very real phenomenon of partnership is what has been most satisfying.

**Rosenblatt.**  
DraftFCB.

Career development is very often a series of unexpected twists and turns and mine is no exception. After graduating college with a degree in nursing and working in a hospital environment for seven years, I would have never imagined moving on to a career within the pharmaceutical industry as a clinical research associate. This move opened up many doors for me — generic marketing, product management, and finally a career on the agency services side of the business. Throughout my career, one of the most satisfying parts of the journey has always been being open to the possibilities and opportunities that have been presented to me. But by far the most satisfying part of this career development journey is the people I've met and worked with along the way — from my fellow nurses who are still part of my life to the new account executives I have the good fortune to mentor and from whom I learn each and every day.



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**Petigrow.**

Chandler Chicco.

While the first half of my career in healthcare communications was incredibly rewarding — evidenced by the fact that I've stuck with it for more than 20 years — the most satisfying leg of my journey is the decade I have spent with the Chandler Chicco Companies. It is during this part of my career that I have been able to apply the lessons learned in my earlier years to growing and shaping something that is recognized as truly unique in the healthcare industry. I spend every day with peers and colleagues, many of whom I've worked with for almost my entire career, who respect and inspire each other, doing what we all do best. Who could ask for anything more?

**Brooks.**

Lilly.

A willingness to take risks during my career has ultimately led to very rewarding experiences. I placed trust in my organizational leadership and have responded with energy and dedication when challenging assignments have come my way. This has happened several times in my 10 years with the company.

**Almeida.**

Publicis Selling Solutions.

I am fortunate enough to look at my career thus far and say the most satisfying leg of my journey is the one I am currently enjoying. I say this because as a recently new mother of two children, 4 and 1, I see my career differ-

ently than ever before. The challenges of balancing career and family are not new except to those doing it for the first time. One learns very quickly to appreciate time, trust one's instincts, work efficiently, delegate, and use the talents available in the organization. Ultimately, you become a better leader. Children force you to know who you really are because they depend on you to nurture them, protect them, and give them the tools to become strong individuals. This is not unlike developing the teams and individuals we hold dear in our careers. I reflect better, I listen better, I prioritize more keenly, and I enjoy the growth of others. Not taking oneself so seriously and focusing on what's important can be extremely satisfying.

**TOOLS OF THE TRADE**

**PharmaVOICE asked the Rising Stars to identify the leadership tools or techniques that they have found helpful.**

**Minick.**

PDI.

Empowerment is one of the most effective leadership techniques for a leader. By empowering your team, you are demonstrating that you have trust and confidence in their abilities to contribute to the success of a common objective. More importantly, the team will develop a sense of ownership in the direction and accomplishment of your organization. Empowerment requires leaders to cultivate and respect the aptitude of all team members. Done properly, an empowered organization is more flexible, efficient, and dynamic.

**Damico.**

MannKind.

There are several leadership tools that I would recommend to others. But in my mind the most important leadership technique is to build and maintain a high-performing team. One can achieve this by committing to the following: communicating the team vision and ensuring that each team member understands the role he or she will play in achieving it; taking the time to get to know your team — specifically everyone's interests, strengths, and goals; creating a forum for open communication and decision making so that team members feel involved; conducting lessons learned to identify team

strengths as well as areas that need improvement; and most importantly, recognizing and rewarding individual and team successes.

**Dranoff.**

Ogilvy Healthworld.

Two of the leadership tools that I find serve me well are being a good listener and being generous with praise. To motivate and coordinate a team as a leader, it is imperative that you understand and respect the varying viewpoints and sometimes disparate individual goals of the team members. Effective listeners are better equipped to build consensus so that everyone embraces the approach and feels that they personally made a contribution to the finished product. When things do not go as planned, good leaders use the experience productively by helping the team to learn from its mistakes. When things instead go well, it is important to share the credit. It is equally important to share the recognition with the team.

The most important leadership technique is to build and maintain a high-performing team.

— CHRISTINE DAMICO, MANNKIND





The best leadership tool I can ▲ recommend is the 360-degree feedback exercise.  
— RAFAELA CASTRO-NEVES, WISHBONE

**Eno Collins.**  
HealthEd.

Today's leaders need an eclectic toolbox of skills. Time management and priority setting skills go a long way in the ageless conundrum of too much to do, too little time. Listening skills — effective leaders not only generate good ideas, they cultivate them in others. Conviction and passion — successful leaders believe in what they are doing. Their conviction and passion inspire others to believe. Remember: no woman is an island. Trust your team members. Give them opportunities to take on new and varied projects. You may be surprised by the skills and interests that emerge.

**Castro-Neves.**  
Wishbone.

The best leadership tool I can recommend is the 360-degree feedback exercise. As hard as it is to receive feedback, it's extremely valuable to hear from people who you work with or for you, what they think are your best qualities, and what they think can be improved. This tool meets two purposes. First, it shows that you care about what people think, and as a leader this provides an example that it is okay to give



and to receive feedback. And second, it provides an opportunity to verify that you are focusing on the right things.

**Nelson.**

CommonHealth.

Every leader develops his or her style differently, because of the unique twists and turns that each person's career path takes. The best technique for being a more effective leader is not learned in a classroom or through a set formula. Instead, leaders better themselves through a deeper knowledge of themselves. Learning from everyday experiences, and innovating based on them, is the best tool for leading with success. This greater knowledge that comes from within should be embraced, cultivated, and celebrated every day. What's more, this individual motivation is what leaders can harness to inspire others to accomplish the unthinkable.

**Vidal.**

Roche.

One of the most important leadership techniques that I try to use is to create an environment that encourages continuous quality improvement. This is an environment that encourages others to take risks and not be afraid to potentially make mistakes. It is also an environment where progress is closely monitored so any changes and shifts in direction can be made appropriately. The benefit of creating this type of environment is that it translates into teams that often move smartly and swiftly.

**Rosenblatt.**

DraftFCB.

For me, the best leadership technique I'd recommend to others is the one I learned in nursing school so many years ago — and that is active listening. Whether you are speaking with patients or clients, teammates or partners, CEOs or newcomers to the industry, sometimes all an effective leader really needs to do is speak less and listen more.

▲ Two of the leadership tools that I find serve me well are being a good listener and being generous with praise.

— CAREN DRANOFF, OGILVY HEALTHWORLD



Empowerment is one of the most ▲ effective leadership techniques for a leader.

— HEIDI MINICK, PDI

**Andre Cleary.**

Vox Medica.

Collaboration is the cornerstone of a successful partnership — no matter what the relationship. Because, in the end, the best results are always a consequence of collaboration. To achieve this, we must be committed to open, honest working relationships; understand what motivates those we are leading; ensure a common sense of purpose among our teams; communicate clearly and directly; empower those around us to anticipate needs and challenge the status quo; and celebrate our successes. Once we recognize that no one person has all of the answers and we begin to nurture the talents of those around us, we enable extraordinary success.

**Reed.**

Bench International.

I use this thought whenever I need to balance myself. I read it somewhere, and cannot attribute the quotation; it is not original with me. "In life we juggle five balls — work, family, friends, health, and integrity. The work ball is made of rubber. The others are made of glass — drop them and they will crack, chip, and at worst, shatter. The work ball will always bounce back.◆"

PharmaVOICE welcomes comments about this article. E-mail us at [feedback@pharmavoice.com](mailto:feedback@pharmavoice.com).