

HBA's 2009 RISING STARS

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

THESE STELLAR WOMEN, WHO ARE AT VARIOUS STAGES OF THEIR CAREERS, REPRESENT ALL FACETS AND DISCIPLINES OF THE LIFE-SCIENCES INDUSTRY. THEY ARE BEING RECOGNIZED BY THEIR COMPANIES FOR:

- ★ Significantly contributing to their organizations.
- ★ Exemplifying true leadership and acting as a role model for others.
- ★ Assisting those in subordinate or peer positions and being a team player.
- ★ Exhibiting dedication to the healthcare industry.
- ★ Being a shining example of "top talent" in their organizations.

★ LEADERSHIP QUALITIES

The Rising Stars outline what they believe are the most important leadership qualities and provide their definition as to what makes a leader.

(Please see the digital edition at pharmavoices.com to read more insights from the Class of 2009 HBA's Rising Stars.)

LAUREL LUCREZIA. InfoMedics.

Rather than achieving a specific career goal, in my perspective good leaders travel a path to a destination that often changes over time. I've learned to accept that the path is never straight and an unexpected curve in the road often presents a wonderful opportunity.

LORIANN MURRAY. Cramer.

Great leaders have the ability to listen and learn. When leaders believe that they "know it all," they are on the cusp of failure. Our world is constantly changing, so we must listen for those changes and be open to the idea that there is always something to learn and then adapt. I find that the most junior person on my staff many times has the most to offer. There is a huge opportunity to marry this new information with experience resulting in truly revolutionary ideas.

TANJA NOREN. Topin & Associates.

Good leaders know how to listen, know their team, and know their goals. Someone who really listens and understands is able to get to know her team extremely well; she'll know what makes them tick, where and how

they shine, and how to most effectively use their talents. If one can listen and motivate the team, while keeping the unbiased needs for his or her product/brand/company in mind, there is no reason why any goal can't be achieved. A leader makes the right things happen, at the right time, without anyone realizing it.

MICHELE CAMPBELL. Endo Pharmaceuticals.

Good leaders have many or most of the fundamental qualities that one would expect. They are individuals with integrity and vision combined with fine-tuned business acumen. But exceptional leaders, the ones that inspire, have total impact and can take your breath away with that something extra. Great lead-

An unexpected curve in the road often presents a wonderful opportunity.

★ **LAUREL LUCREZIA**
INFOMEDICS





A good leader makes the right things happen, at the right time, without anyone realizing it.

★ **TANJA NOREN**
TOPIN & ASSOCIATES

ers view leadership as a journey and they understand that it doesn't happen overnight. The path to success for a great leader is almost never a straight line. These leaders are the real deal; they are passionate life learners and courageous in all respects. They ask the hard questions and make the tough decisions. They can be heard at all levels across the organization, they ask for and deliver straight feedback, and they candidly discuss how adversity and challenges have shaped their ultimate success. Exceptional leaders have a global vision developing creative strategies without borders; they thrive on transformational change; their energy is contagious; and they create opportunities to bring out the best in individuals, often developing nontraditional diverse talent with results. A leadership style that I believe will become even more critical is one of compassion and connection. Exceptional leaders who develop genuine relationships with people at all levels, both within an organization and externally, will stay connected to what's important.

CHRISTIE ANBAR, Chandler Chicco Companies.

Leadership is about balance. A leader is both inspirational and accessible. Leaders maintain a 30,000-foot view, yet understand the devil is in the details and know how to get things done. They provide meaningful support, but don't micromanage. They challenge themselves and others to take things to the next level, but know when enough is enough. Leaders are decisive, yet collaborative, quickly building consensus and commitment. Leaders have a passion for what they do, which is infectious and motivating, yet they stay calm and collected under fire.

EUGENIA HENRY, PH.D., inVentiv Clinical Solutions.

The two most important qualities for good leadership are being compassionate and being

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CHRISTIE ANBAR
Senior Client Counsel and Business Development
Chandler Chicco Agency

No matter what the challenge, Christie always brings a keen insight, making her someone you always want to have at the table.



MARY ANDERSON
President, HLS, a part of CommonHealth
CommonHealth, A WPP Company

Mary is known for her exceptional ability to identify core issues and deliver results beyond expectations.



CHRISTINE ARMSTRONG
VP, Creative Director-Healthcare
Iomedia

A true leader, Christine is a force within the agency, as well as the community.



PASCAL AUGÉ, PH.D.
Senior Manager
Ernst & Young EMEA

With her unyielding work ethic and enthusiasm, Pascale manages her team with extraordinary skills.



JILL BALDERSON
Senior VP, Strategic Services
HealthEd Group

Jill is a forward-thinking leader and initiator. Her instincts are always on-target and she continues to raise the bar.



CHERYL BEAL ANDERSON, PHARM.D.
Director, U.S. Regulatory Affairs
Eli Lilly and Co.

Cheryl's leadership is best described as solid, action-oriented, and generally, terrific.



BETHANY BECK
Assistant General Counsel R&D
Takeda Pharmaceuticals North America Inc.

Bethany's management style emphasizes the ideas of development, opportunity, and grace.



KAREN BECKERT
Senior Partner, Group Account Director
Ogilvy Healthworld

Karen is a dedicated professional who thrives on solving her client's business challenges and is an absolute pleasure with which to work.



DANIELLE BEDARD
Account Director
Palio

Danielle's tireless dedication to strategic excellence and superb customer service have made her one of our most sought-after account leaders.



LAUREN BERKOFF
Account Supervisor
Euro RSCG Life

As an integral part of the account services staff, Lauren has continually risen to the challenges placed before her and has performed at the highest level.



LISA BLAIR DAVIS
Senior Director, Human Resources
Centocor Ortho Biotech Products LP

Lisa is highly respected for her commitment to advancing the values of our organization and championing the development of individual talent.



JOANNA BREITSTEIN
Former Executive Editor, Pharmaceutical Executive Magazine
Communications Manager, TB Alliance

Joanna's passion for journalism and volunteerism sets her apart as a professional and as a person.



MELODY BROWN
VP, Worldwide Regulatory Affairs
Millennium: The Takeda Oncology Company

Melody has established a new vision and mission for regulatory required for global leadership in oncology.

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JENNIFER BROWNSTEIN
Art Director
Clinical Connexion, a Connexion
Healthcare Company

Jenny's dedication, professionalism, and can-do attitude make her a valued asset.



ANGELA BRZYSKI
VP, Business Development
Practice Therapeutics

Angela has an exceptional ability to understand customers' needs and to develop business solutions.



MICHELE CAMPBELL, ESQ.
VP, Legal Affairs
Endo Pharmaceuticals

Michele is a team player and consummate professional who works tirelessly to make things happen for our company and her co-workers.



KRISTY CARABALLO
VP, Account Director
Echo Torre Lazur

Kristy is a trusted leader, natural mentor, and valued partner to clients and colleagues alike.



CAREN CATZONE
VP, Client Services
Group DCA Inc.

Caren's ability to elevate the game of those around her is not only indicative of her past successes but also illustrates her great potential.



KIMBERLY CONNOR
National Sales and Account Director for
Select Access
PDI Inc.

Kim's dedication extends beyond PDI as she is an annual participant of Avon's Walk for Breast Cancer.



VICKI CROW
VP, Customer Service Management and
Chief Customer Officer
Cegedim Dendrite Americas

Vicki executed the first formal company program called Legendary Service that recognizes employees exceeding customer's expectations.



CARRIE D'ANDREA
Associate Director, Clinical Research
Meda Pharmaceuticals Inc.

Carrie exemplifies performance excellence. She has the ability to see an entire project, break it down into workable components, and then focus on the details.



LISA DARBY
Group Art Supervisor
Pace Inc, a Lowe Healthcare Co.

Lisa is the go-to person when smart, breakthrough creative concepts are needed.



CARMEL DAUGHTERY
VP, Project Management Office
BTA Pharmaceuticals

As a leader, Carmel is excellent at managing crossfunctional and multidisciplinary teams; she brings tremendous dedication to assigned projects and her workload as a whole.



LEANNE DAVIS
Associate Director, Insights and Analytics
Communications Media Inc. (CMI)

Leanne's unrelenting work ethic and dedication to her team and clients make her a true role model.



SHANTHA DESHPANDE, M.D., MCRP
Executive Director, Medical and Scientific
Affairs
Novo Nordisk Inc.

Through her leadership style, Shantha inspires her team and the people who she collaborates with to find solutions that support physicians with the ultimate goal of benefiting patients.



A good leader respects and sees the good in others.

★ **DR. EUGENIA HENRY**
INVENTIV CLINICAL SOLUTIONS

a good role model. A good leader respects and sees the good in others. He or she honors the feelings of people and treats those feelings as genuine. A good leader should act in such a way that others will want to follow so his or her organization can be successful.

BETHANY BECK. Takeda Pharmaceuticals North America.

A leader has an internal voice that guides his or her moral, personal, and business decisions. They don't rely on other people's good opinion to know the rightness of their choices. A leader is a forest manager. They have the ability to see the entire landscape and how all the diverse pieces fit together. They design their path forward after looking at that whole landscape. A leader's team feels confident in the leader's judgment. The leader returns the favor by showing respect for the team, being transparent in his or her thinking, and communicating well.

LISA TAMBORELLO. Vox Medica.

Leaders should have the ability to set, or clearly communicate, the company's vision and then translate how and what is needed by their team to realize this vision. They should possess the ability to make decisions, no matter how difficult, and be comfortable taking risks, even when results aren't guaranteed. Leaders should also have a strong sense of integrity, the innate ability to communicate, and the finesse to motivate others, build teams, and help others succeed. A leader is defined as someone who is confident and decisive, who sees opportunity in all things. He or she continuously drives performance by encouraging



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MARIA DILEO
VP, Group Account Director
Brand Pharm

Maria's strategic acumen, pragmatic intellect, and tireless work ethic complement her honest and forthcoming style.



HOPE D'OYLEY-GAY
Assistant General Counsel
GlaxoSmithKline Consumer Healthcare

Hope demonstrates strong leadership and is without doubt a role model for many of the attorneys at GSK.



MARY ALICE DWYER, PHARM.D.
VP, Medical Affairs
AstraZeneca Pharmaceuticals LP

Mary Alice's commitment to mentoring and role modeling women's leadership at AstraZeneca is well-recognized.



DOREEN ECKERT
VP, Account Group Supervisor
AgencyRx

Doreen is a true leader in every sense of the word — mentoring, strategic partnering, and team building are just a few of the traits that separate her from her peers.



CHERYL ELDER, PHARM.D.
Senior Director Regulatory Affairs
Strativa Pharmaceuticals, a division of Par
Pharmaceutical Inc. company

Cheryl is thoughtful and balanced and very effective at partnering across disciplines; she is well-respected by all her colleagues and possesses the requisite skills for success.



KENDRA FANARA GILLAM
Senior Manager, Market Research
Tibotec Therapeutics

Kendra is a market researcher who goes above the call of duty in her job and is considered a change agent in the market research department.



MARGARET FELTZ
Associate Director, Corporate Compliance
Purdue Pharma LP

Maggie is recognized throughout Purdue and the pharmaceutical compliance community for her intelligence, loyalty, dedication, ethical standards, and commitment to others.



CHRISTINE FINAMORE
Managing Partner, CDMiConnect
Cline Davis & Mann Inc.

Christine is a true CDM star; along with two partners, she formed CDMiConnect, helping to grow it into a thriving interactive and relationship-marketing group.



NOREEN FITZGERALD
Executive Director, Head of Global Adverse
Event Case Management
Celgene Corp.

Noreen leads a large international team of healthcare professionals; she is the embodiment of excellence in management.



MARIE FORTIER
Director, Marketing and Product
Development
ImpactRx Inc.

Marie's collaborative approach, attention to detail, and results orientation are all key elements to her success.



AMY FRY
VP, Public Affairs and Communications
Boehringer Ingelheim
Pharmaceuticals Inc.

Amy is a highly respected, influential leader whose innovative contributions have been key to the success of BI and for our employees.



KRISTEN GENGARO
VP, Senior Account Director
Surge Worldwide Healthcare
Communications

In addition to her innate gifts, Kristen's passion, drive, and enthusiasm are contagious. It's why there's nothing her team cannot achieve.



A leader is defined as someone who is confident and who sees opportunity in all things.

★ **LISA TAMBORELLO**
VOX MEDICA

and inspiring the team with an air of open-mindedness and respect. A constant innovator, a leader looks beyond the norm to see the bigger picture.

MARY ANDERSON, HLS.

Leaders make courageous decisions both in times of great clarity and vast uncertainty. Presently, our industry leaders are challenged to make rational decisions very quickly amid turbulence and uncertainty. Several traits will be crucial for success. Leaders must be situational chameleons. This means constantly monitoring the business environment to determine appropriate formulas for success. Leaders need to employ vast amounts of emotional intelligence against scenarios that are untenable and require decisions and attention more quickly than would have been comfortable in the recent past. Leaders need the skill to identify team members who have potential to far outreach the limits of the past. Finally, modern industry leaders must be persuasive communicators in both word and action. They must channel passion as the fuel to inspire great deeds on the part of their companies and their teams.

LISA BLAIR DAVIS. Centocor Ortho Biotech.

Great leaders routinely make themselves available to the organization and to their team while putting the interests of the organization above their own personal interest. They bring others along with them in their drive to create a better future. In addition, successful leaders demonstrate the confidence to learn from all of their experiences, both negative and positive. Finally, the best leaders are separated from others when they are open with their teams in showing humility and modesty and recognize they are all working toward the same goal.

MELISSA WATSON. FlashPoint Medica.

The most important quality that leaders can have is the ability to lift up those around them. Anyone can climb over someone else on the way to the top, but true leaders recognize that everybody needs to work together, and that it's a team effort. The stronger a team is as a unit, the safer each individual member feels to make suggestions, try new things, and grow. As leaders, it's our job to create an environment that will encourage growth and individual exploration and inspire our teams to achieve what we never dreamed could be accomplished.

STEPHANIE MCGEE. Wishbone/ITP.

There are three important leadership qualities: mood/emotion, mental toughness, and going the extra mile. The mood or emotion of an individual can either motivate or de-motivate all group members. It is essential to be positive to be a good leader. Secondly, mental toughness will help a leader with tough situations. A leader will persevere through criticism and not be affected in a negative way; they will turn it into something productive. Finally, good leaders go the extra mile. All of these qualities are quintessential because good lead-



The most important quality that leaders can have is the ability to lift up those around them.

★ **MELISSA WATSON**
FLASHPOINT MEDICA

The 2009 HBA Rising Stars



AMBER BEAL GILBERT
Managing Director
Strategyx LLC,
an inVentiv Health Company

Amber's enthusiasm and positive attitude are as infectious among her colleagues as her industry knowledge and commitment, which are reflected in her work on a daily basis.



JENNIFER GOLDBERG
Senior Director of Business Management,
Rapamune, Institutional Business Unit
Wyeth Pharmaceuticals

Jennifer has a real passion for performance; she consistently challenges herself and motivates her colleagues to achieve operational excellence.



ALAYNE GREEN
VP, Operations
Scientific Voice, Publicis Messaging Group

Alayne's unique style, grace, and honesty mixed with humor make her a true asset to her team, colleagues, and clients.



MICHAELA GRIGGS
VP, U.S. Marketing
Bayer Diabetes Care

Through partnering, motivating, and delivering extraordinary results, Michaela consistently demonstrates that she is a natural leader and a Rising Star.



ROSEMARY HEALY
Research Director
Motivation Mechanics LLC

Rosemary embodies exceptional curiosity, passion, and creativity — essential qualities for ensuring that market research programs connect with our clients' products.



MARY ELLEN HEGARTY
VP, Business Development
Health and Wellness Partners

Mary Ellen combines brilliance with excellence to drive business development; she takes on new challenges and opportunities with enthusiasm and grace.



EUGENIA HENRY, PH.D.
Senior VP, Data Management and
Biostatistics
inVentiv Clinical Solutions LLC

Eugenia's passion and proficiency enable her to grow as a professional and amiable leader, making her a true Rising Star.



CASSIE HOGENKAMP
Senior Director Commercial Analysis
Astellas Pharma US Inc.

Cassie demonstrates a high level of accountability, ownership, and collaboration in all aspects of her job and is a Rising Star in our organization.



KATIE HOLM
Associate Director, Marketing and Sales
Operations
Actelion Pharmaceuticals US Inc.

Through her incredible commitment, Katie is truly a Rising Star and a key player in helping to develop Actelion's PAH marketing leadership and expertise.



ERIN HUDSON
Director, Human Resources
Solvay Pharmaceuticals Inc.

Erin illustrates a deep knowledge of the business in the way she approaches her job, and is sought out as a trusted and invaluable business partner across the organization.



ELIZABETH JEFFORDS
Director, Market Analysis and Intelligence
Genentech Inc.

Elizabeth created and grew the competitive intelligence function and began a formal mentoring program within market analysis and intelligence.



SUSAN JOHNSON
Senior Director, Business Development
Publicis Selling Solutions

Susan's contagious enthusiasm, passion for our industry, and wonderful sense of humor have made her a true asset to Publicis and a great friend and colleague to many.

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LISA KAUFMAN
Account Group Supervisor
Centron

Whether she's developing marketing plans, assisting with advisory boards, or delivering quality materials to the salesforce, Lisa has earned respect from her clients and her internal team.



SUSAN KITLAS
Regional Account Director, Team Leader
SDI

Susan focuses on ways to help her clients be among the leaders in the transformation of the U.S. healthcare marketplace taking place today.



KELLY KRAFT
Associate Director Chemistry
MannKind Corp.

Kelly's willingness to contribute outside her functional area and outside her department, while doing her own job, makes her a wonderful example to her staff.



SANDY KULTGEN-GOMBAC
Senior Director, Global Key Account
Management
IMS Health

Sandy consistently demonstrates a priority focus on her customers and their needs; she uses extremely effective interpersonal skills; and she has a passion for innovation that benefits both her customers and her employer.



STACEY LEANOS
Senior Director, Marketing and Investor
Relations
Bay City Capital LLC

Warm and energetic, Stacey wears many hats in our organization; we're delighted to have her as our Rising Star.



TERRI LEE
Executive Director, Government Affairs
Merck & Co. Inc.

Terri has been acknowledged as one of Merck's Amazing Women and recently received Merck's Diversity & Inclusion Award for her efforts to enhance the company's external image.



SUSAN LENDERTS
Manager, Strategic Analytics
Innovex

Through her clinical background and strong analytical skills as well as a deep understanding of the healthcare industry, Susan brings valuable insights to Innovex's commercial solutions platform.



CHERYL LUBBERT
Divisional VP, Immunology
Abbott

Cheryl is a positive leader who is able to mobilize and energize her teams to deliver outstanding results.



LAUREL LUCREZIA
VP, US Pharma Sales
InfoMedics Inc.

Recognizing the importance of teamwork, Laurel set the standard for lead generation and collaborative team selling.



MARYBETH LYNCH
Senior Practice Executive, Clinical
Development Practice
Campbell Alliance

Since joining Campbell Alliance in 2006, Marybeth has quickly emerged as a leader within the organization, receiving four promotions.



ELIZABETH MACEO, M.D.
Medical Information Specialist
Scientific Advantage LLC

Liz's willingness to work in a very dynamic environment, while remaining flexible and resourceful, is why she is our 2009 Rising Star.



JENNIFER MATTHEWS
Partner
The CementBloc

Jennifer passionately believes that healthcare marketing can make a valuable impact on people's lives and well-being.



Good leaders go the extra mile.

★ **STEPHANIE MCGEE**
WISHBONE/ITP

ers set an example to all who surround them and hopefully motivate others to strive for more.

KELLY PIERSON. Roche.

The most effective leaders provide a clear sense of direction, act decisively with a sense of urgency, and challenge others to achieve beyond their expectations while creating a positive and inclusive work environment.

SUSAN JOHNSON. Publicis Selling Solutions.

A true leader creates change not through authoritarian power, but through inspiration. Great leaders embody respect, vision, guts, passion, and enthusiasm. When these traits are combined with the ability to expertly communicate with a team, nothing can stop them. Ralph Waldo Emerson once said: "Nothing great was ever achieved without enthusiasm." What leader doesn't want to do great things?

DANIELLE BEDARD. Palio.

Leaders possess the ability to harness and unleash potential in the people and situations that surround them. The key to this is passion — passion to lead by example, passion to discover and understand what one does not know, passion to seek challenges and embrace change, and passion to never settle. A successful leader understands and appreciates that while business goals are integral to success, to get the best out of each member of her team, it is essential to understand individual goals and discover what truly drives people. A true leader is able to strike this delicate balance. Finally, a true leader understands that she can always improve on each of these qualities.

CANDACE STEELE. Cephalon.

Vision and openness are at the top of my list of important leadership qualities. In my career, I have been most inspired by leaders who were



Great leaders embody respect, vision, guts, passion, and enthusiasm.

★ **SUSAN JOHNSON**
PUBLICIS SELLING SOLUTIONS

able to articulate their vision and engage others within the organization to align and direct our performance to realize the corporate vision and achieve our business goals. I admire leaders who foster an environment where input and diversity of thought are encouraged and expected. By being open to listening to and accepting different perspectives, organizations can avoid the inevitable pitfalls of “group think” and are more likely to be on track to achieve the best business approaches or results. In my experience, the most effective leaders had the ability to draw out the best from direct reports, peers, senior leaders, and collaborators through meaningful involvement, enthusiasm, and recognition of their contribution to the overall effort.

JANET POPPE. Johnson & Johnson.

A great leader has a strong moral compass and a good sense of humor. Others are proud and compelled to follow in their stead. Great leaders build skilled and diverse teams, communicate a focused vision, and are open to suggestions and innovation. Great leaders have a network of knowledgeable mentors from whom to seek advice and they aren't afraid to take a calculated risk. Their teams know that they are working hard to get them the resources and development that they need to be successful. Great leaders hold their teams accountable for high standards and results. The most effective leaders do all of the above with humility, caring, and understanding.

JOANNA PENDZICK. Sudler & Hennessey.

To be a great leader, one should be a great

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K.C. MCALLISTER
VP, Managing Director
Taylor Search Partners

K.C.'s dedication and passion for clients, candidates, and teammates make her a leader in her profession and the firm.



STEPHANIE MCGEE
Art Supervisor
Wishbone/ITP Inc.

Stephanie's skills and drive make her a real asset. But, her warmth, humanity, and a 1,000-watt smile make her a real inspiration.



ANNE MULLALLY
Senior Director, Human Resources
Stryker Corp.

Anne is a great role model to other aspiring leaders at Stryker with her professionalism, integrity, directness, and commitment.



LORIANN MURRAY
Creative Director/Brand Development
Cramer

Loriann's commitment to the digital marketing and strategy divisions, her flexibility and adaption to a changing department, and her creativity and extraordinary ability to execute under pressure make her a Rising Star.



TANJA NOREN
Group Supervisor
Topin & Associates

Since joining the agency in 2003, Tanja has brought endless energy to her role.



TRACEY O'BRIEN
Group Account Director
Medicus NY

Tracey's outstanding leadership is evidenced by her ability to build and motivate strong cohesive teams and maintain enduring client partnerships.



LYNDA PARKER
Senior Director, Sales and Marketing
Operations
Eisai Inc.

Lynda possesses strengths in leading transformational change, driving outstanding business results, and role modeling Eisai's values.



CARYN PARLAVACCHIO
Executive Director, Specialty Medicines & Commercial Capabilities
Novartis Pharmaceuticals Corp.

Caryn's strategic leadership, effective communication, integrity, and strong desire to develop people for the future make her a role model throughout our organization.



JOANNA PENDZICK
VP, Associate Creative Director
Sudler & Hennessey

Joanna was chosen as the Rising Star for her talent, professionalism, and dedication. She consistently combines her creative skill with great organizational and leadership ability.



SUSAN PERLBACHS
VP, Associate Creative Director
DraftFCB Healthcare

Susan has been a shining star since arriving at DraftFCB Healthcare — infusing the agency with energy and creative brilliance.



AMY PFEIFFER
Editor, Skin & Allergy News
International Medical News Group (IMNG),
an Elsevier Company

Amy has played an integral role as IMNG has diversified from a print publication business to a multimedia company.



KELLY PIERSON
Product Director - Boniva Brand Team
Roche Pharmaceuticals

Kelly combines a sincere creative nature with a meticulous attention to detail. Her energy, inclusive style, and strive-for-excellence attitude truly make Kelly a Rising Star.

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JANET POPPE
Director, Customer Development
Johnson & Johnson

Janet is action-oriented and has a tremendous drive for results. She has a passion for women's leadership.



CARYN RAINEY
Executive Director Talent and Organization
Big Communications Inc.

With creativity, intelligence, passion, and business savvy, Caryn is a driving force behind Big's success.



KRISTAN REID
Senior VP, Management Supervisor
Lyon Heart

Kristan is a relentless thinker and never settles for anything less than extraordinary, and we want to loudly recognize her as our Rising Star.



GINA REYNOLDS
Director, Strategic Marketing Research
King Pharmaceuticals Inc.

Gina is an emerging talent; she exemplifies passion, accountability, results, and teamwork in everything she does.



AILEEN RIVERA
Advertising Sales Representative
Elsevier Inc.

Aileen's positive attitude, high level of energy, professionalism, and dedication to customers and colleagues alike make her our choice for Rising Star.



RENÉ RUSSO, PHARM.D.
Senior Director, Medical Affairs
Cubist Pharmaceuticals Inc.

René leads Cubist's medical affairs team and her contribution has helped make Cubicin the most successful IV antibiotic ever launched.



AMANDA SALAMONE
Marketing Services Manager
Compas Inc.

Amanda's capacity to step up and get things accomplished in a high-quality manner, regardless of lead times and last-minute changes, has become one of her most laudable traits.



JACKIE SIEGELSKI
Project Lead
eCrossings Media/Lebhar-Friedman, Inc.

No matter what the task at hand, Jackie's positive attitude, natural leadership skills, and willingness to exceed our clients' expectations are unmistakable.



MICHELLE SNYDER
Senior VP, Subscriber Business
Eporates

Michelle is an inspirational leader, always taking on new responsibilities, driving change, and challenging herself and others.



CANDACE STEELE
Senior Director, Product Communications
Cephalon Inc.

Candace exemplifies attributes that we want all of our employees to model — knowledgeable, hardworking, passionate, and collegial.



LISA MARIE STURK, PH.D.
Associate Director, Physiology
Preclinical Discovery
Shire Human Genetic Therapies

Lisa has the rare talent of being able to engage the scientific questions while maintaining a cross-functional perspective that embraces organizational strategy and, most importantly, the needs of our patients.



JEANINE SWALEC
Senior Director, Regulatory Strategy and
Registration and Strategy
Ovation Pharmaceuticals Inc.

Jeanine is a diplomatic, well-liked, and well-respected leader. No matter what the challenge, she marshals resources and "finds a way to make it happen."



A great leader has a strong moral compass and a good sense of humor.

★ **JANET POPPE**
JOHNSON & JOHNSON

listener and understand and respect others' points of view. A good leader has the confidence to take all things into consideration before making a decision and ultimately motivating others to take charge of a situation. Leaders who build trust among the members of their team will see an amazing camaraderie, grow and work will not necessarily feel like work.

MELODY BROWN. Millennium.

The most important leadership qualities are confidence, openness, flexibility, passion, honesty, and solid work ethics. These are the qualities that I strive toward and believe others see in me. Confidence is a necessary trait, as leaders are charged with critical tasks and pivotal decisions to make that are then communicated and acted upon by others in the company. Being open to new ideas and having the ability to make changes in direction, process, or outcome are critical qualities to lead with excellence and produce in an ever-changing world. Having a passion for what they do and demonstrating their passion drives others and gives them the necessary energy to grow, develop, and lead as well. Being honest with people creates trust. Trust is necessary in a work environment as relationships are strengthened and productivity is enhanced.



Your researchers just made a breakthrough.

Three weeks after they did.

The right solution requires a broader view.

7 The healthcare environment is filled with complex and, often, unforeseen challenges. Are your partners helping you see what's next—or are their perspectives too narrowly focused? At inVentiv Health, we are uniquely qualified to see the big picture. With experts in all aspects of product development, launch and commercialization, we build teams with multiple perspectives to take a broader view, and robust resources to execute seamlessly. Through our five insights-driven divisions—Clinical, Communications, Strategy & Analytics, Selling Solutions, and Patient Outcomes—you get a customized solution for every possible need. To see what you've been missing, contact Dan Twibell at dtwibell@inventivhealth.com.



accelerate your vision

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LISA TAMBORELLO
Director, Human Resources
Vox Medica Inc.

Lisa is a consummate professional whose drive, passion, and positive attitude have been instrumental to our company's success.



SUSIE TAPPOUNI
VP
Spectrum

Susie epitomizes a Rising Star through her leadership and dedication to excellence in healthcare communications.



RUTH THORPE
VP, Chief Information Officer
Sanofi-Aventis

Ruth exemplifies professionalism, integrity, and partnership. She is passionate about the growth and development of her people and is a role model for others.



MEGAN TRASK
VP, Group Account Director
Saatchi & Saatchi Healthcare

Megan has demonstrated extraordinary leadership, marketing savvy, and medical knowledge.



LALEH VARASTEH, R.PH., MSF
VP, Pharmacy and Clinical Services
Adheris Inc., an inVentiv Health Company

Laleh is widely recognized for being a compassionate, well-respected, and diligent leader.



ESTELLE VESTER-BLOKLAND, M.D.
Executive Medical Director, Northern and Central European Markets
Bristol-Myers Squibb Co.

Estelle's vision, leadership qualities, and medical expertise have made her Bristol-Myers Squibb's Rising Star for 2009.



ANTONIA WANG
Executive Director, Biostatistics
Daichi Sankyo Inc.

Devoted to excellence, Antonia personifies the attributes of both a team player and a role model in her interactions with multidisciplinary teams.



MELISSA WATSON
Senior VP, Account Group Supervisor
Flashpoint Medica

Melissa's entrepreneurial spirit along with her drive, determination, and quest for innovation have her reaching for the stars.



CARMELA WEGWORTH
Account Director
Goble & Associates Healthcare Communication

Carmela exemplifies the true spirit of account service. She does her homework, thinks outside of the box, and becomes the brand steward.



PASCALINE WOLFERMANN
Director, Resource Development
Medex Global Solution

Pascaline is a world-class leader, role model, and mentor to others. She embodies our corporate values of customer service and innovation.



Leaders who build trust among the members of their team will see an amazing camaraderie grow.

★ **JOANNA PENDZICK**
SUDLER & HENNESSEY

And lastly, working hard and leading by example shows people that you are not afraid to get your hands dirty. My father always told me not to ask anyone else to do something that you wouldn't do yourself.

RUTH THORPE. Sanofi-Aventis.

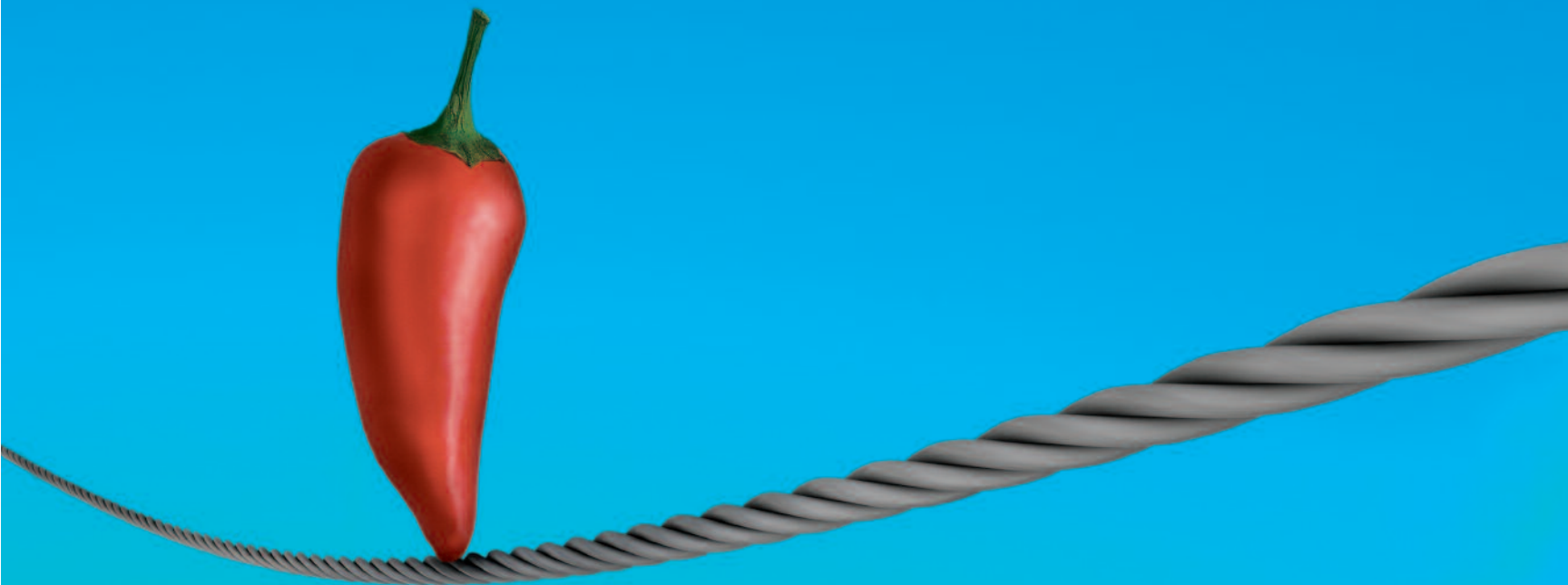
The most important leadership qualities are integrity, passion, and a desire to see others excel. It also helps to have a commitment to lifelong learning, with a readiness to stretch beyond one's core competencies. A leader is someone who inspires the trust and confidence of their teams, superiors, and peers.

CARMELA WEGWORTH.
Goble & Associates.

There are many important qualities that leaders need, but the fundamental quality is being true to who they are and loving what they do. They need to have a strong knowledge of who they are, and who other people around them are. Every day is full of challenges and successes, so being humble and learning from what happens day to day is important. In challenging times, leaders do not compromise their beliefs or the beliefs of their team members. Leaders continue to inspire when inspiration is needed, and know when to ask for help. Leaders cannot be strong without the support of their team, company, and family. I've been blessed to work for a company whose motto is to keep the clients smiling. That is who we are, and what we do. ♦

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

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HBA Rising Stars identify the traits and characteristics that define a great leader.



Leadership relies on a constructive critical mindset, which regularly pushes leaders to question the status quo and anticipate change.

★ **DR. PASCALE AUGE**
ERNST & YOUNG

CHERYL LUBBERT. Abbott.

I define a leader as an influencer of people, ideas, and outcomes. Great leaders have the creativity to shape innovative strategies, to consider what's possible beyond the traditional or the expected. They have experience, boldness, and confidence to chart a clear and decisive path forward for people. Most important, great leaders have passion and charisma that not only inspire people, but also rally them toward a common purpose to produce something extraordinary.

GINA REYNOLDS. King Pharmaceuticals.

First and foremost, leadership is not about you; it's about making a positive difference in the lives of those with whom leaders come into contact every day. True leaders exhibit four qualities: authenticity: be real, don't try to be someone that you're not, play to your strengths, and find a way to use your own unique style to motivate and inspire others; sincerity: be sure to carry the personal, emotional side of your leadership along with your



Regardless of title or position, leadership can be found in all levels of an organization.

★ **ANGELA BRZYSKI, R.PH.**
PRACTICE THERAPEUTICS

in a way that balances the right amount of nurturing and influential push. Leaders possess the ability to show others capabilities and opportunities that may have otherwise gone untapped, and they help build pathways to success and growth. A true leader evokes a strong sense of confidence and is able to reflect that confidence to bring out others' strengths. A leader works to continue forward on his or her own path, while leaving a trail of knowledge for those who follow.

ANGELA BRZYSKI, R.PH.
Practice Therapeutics.

A leader has a clear vision of goals and objectives and is able to articulate strategies via daily interactions and business efforts. Leadership requires a strong work ethic, honesty, and the determination to offer the best results in any environment. High ideals are contagious, as team members realize success only comes with well-formulated plans. A leader keeps an open mind, listening intently to team members, implementing strategic and tactical plans, so practical solutions can be created for challenges that arise. Leadership is not a title, but a mindset. Regardless of title or position, leadership can be found in all levels of an organization. Leading by example makes true leaders easy to find, as their motivation, performance, and interaction are magnets for other employees, who are drawn to them for advice and guidance.

LISA KAUFMAN. Centron.

Leading by example, inspiring others to excel, and listening to their peers are some of the key characteristics that a leader should possess. Leaders not only need to set an example, they need to set the right example. In doing so, they will provide others with the confidence and drive to become leaders themselves. Leaders also challenge and motivate people to perform above expectations to seek better results.



Leadership is about instilling confidence, enhancing skill sets, and knowing when to take a step back to let others shine.

★ **KRISTY CARABALLO**
ECHO TORRE LAZUR

objective, managerial side, and people will appreciate your being human and will know that you care; consistency: work daily at being a good leader, leadership is a life-long learning process that takes effort; and integrity: in today's business world, your character matters more than ever, determine what type of leader you are, even when nobody is watching.

AMANDA SALAMONE. Compas.

Leaders are individuals who have achieved both personal and professional goals and, in turn, inspire others to reach new heights of their own. Most importantly, a leader encourages others to break out of their comfort zones



Committing firmly to a decision to produce the best outcomes distinguishes a leader.

★ **LISA DARBY, PACE**

Listening is an equally important attribute because it encourages others to provide ideas and solutions to foster a better working environment.

KRISTY CARABALLO, Echo Torre Lazur.

The most important quality of an admirable leader is that he or she knows it isn't about them. In fact, it is completely the opposite — it is about the people they lead. Successful leaders identify the strengths of each individual and capitalize on those strengths to achieve a larger objective. A successful leader can turn an average team into a stronger team, by playing up peoples' strengths and addressing areas for growth in a timely manner. Leadership is about instilling confidence, enhancing skill sets, and knowing when to take a step back to let others shine.



PASCAL AUGÉ, PH.D. Ernst & Young.

Leadership is based on four inseparable pillars. The first is respect; leaders listen and learn from other talented people. The second pillar is passion; leadership is not possible without passion and the ability to instill passion in others. The third factor is having the determination to achieve the goal whatever the circumstances and keeping a sense of humor. Last, but not least, leadership relies on a constructive critical mindset, which regularly pushes leaders to question the status quo and anticipate change.

CHERYL ELDER, PHARM.D. Strativa Pharmaceuticals.

Leadership qualities that quickly come to mind are: visionary, goal-oriented, and determined. Leaders also need to garner the support of followers. Leaders must be committed to communicating how each individual contributes to the vision. They must recognize and use the strengths of their team members. Leaders must know what motivates these individuals, provide that motivation, and coach them to succeed. Finally, leaders must instill within their teams a confidence about the vision and the opportunity to achieve the end goal.

CARYN PARLAVECCHIO, Novartis Pharmaceuticals.

The most important leadership qualities are often the topic of debate: is it the ability to drive for results; is it integrity; is it innovation? The answer is yes to all, as well as many more qualities. I think great leaders have a vision and make other people passionately believe in that vision. They believe they want to be better, perform better, and achieve more. Leaders of caliber galvanize team loyalty and spirit; they will walk through fire to achieve the vision.

Leaders must successfully communicate their goals and objectives to others to facilitate the desired results.

★ **CAREN CATIZONE, GROUP DCA**

KENDRA FANARA GILLAM, Tibotec Therapeutics.

Leadership, for the most part, is about getting others to follow willingly. And there are certain qualities that leaders must possess to get others to follow, such as vision, discipline, and integrity. A true leader can easily define what success looks like and therefore knows where she wants to go. She also has the discipline and integrity to carry out, most often, lofty goals. Most importantly, a true leader acts as an inspiration to others and can persuade them to believe in her, buy into her ideas, and trust her enough to follow her on the path to success.

SUSAN LENDERTS, Innovex.

Simply stated, a leader establishes a vision and empowers his or her team toward achieving that vision. Many people may be placed into a position of management, but not everyone in a management position has properly developed the mixture of qualities that enable her to be an effective leader. In my experience, effective leaders establish a clear vision in collaboration with their team, show initiative, and take action. They possess the following qualities: integrity, humility, dedication, openness to new ideas and differing opinions, innovation, strong communication skills, persistence, and flexibility. Collectively, these qualities and behaviors demonstrate a strong character, enable one to lead by example, and help a leader to keep her team focused on the ultimate goal and empowered to embark on the right strategies to meet that goal.

JILL BALDERSON, HealthEd Group.

A leader must have an insatiable desire to look beyond the proverbial trees and see the forest. Managers might push their teams to hack their way through the forest. Leaders must understand and articulate why the work needs to be done and motivate action by sharing a greater sense of purpose with those around them.

SANDY KULTGEN-GOMBAC, IMS Health.

Leadership is an art and a skill that is devel-

SHINING stars



Leaders must instill within their teams a confidence about the vision and the opportunity to achieve the end goal.

★ **DR. CHERYL ELDER**
STRATIVA PHARMACEUTICALS

oped and fine-tuned over time — often through mistakes as well as successes. In this process, the ability to be open to the journey of learning, sufficiently disciplined not to be deterred by the critiques or compliments of others, and wise enough to trust the balance of input and intuition are the three primary qualities that I believe separate leaders from the pack. The one element that ignites these qualities is surrounding oneself with the very best people with a common sense of purpose. A leader is continually defined and shaped through the process of making decisions, evaluating the intended impacts and unintended consequences, and allowing the collective knowledge to shape the heart of the leader. In the end, leadership is about bringing out the best in people, where they willingly do more, or go beyond what they would normally have done on their own.

AMY PFEIFFER.

International Medical News Group, Elsevier.



Leaders provide a strategic vision for the future and demonstrate a high standard of ethics and fairness.

★ **NOREEN FITZGERALD**
CELGENE



True leaders share the spotlight well and encourage colleagues to stretch beyond their comfort zone.

★ **MARGARET FELTZ**
PURDUE PHARMA

A leader is someone who others admire and strive to be. A leader has to be honest, level-headed under pressure, and able to make tough decisions every day. Leaders are also always there for their colleagues and lend a hand or just an ear when needed. Leaders are people who others go to for guidance and direction.

SUSIE TAPPOUNI.
Spectrum.

The most important elements of leadership are vision, commitment, and values. These qualities help leaders stay focused on the future and steer their teams in the right direction. A leader is someone who, even in tough times, exudes a strength and focus in her decisions and actions that helps to lift and guide those around her.

LISA DARBY. Pace.

Three important qualities a leader must have are confidence, good listening skills, and commitment. A leader is confident in her abilities and believes in herself. If you don't believe in yourself, no one will. A leader must be a good listener. Since every great idea is collaborative, a leader recognizes the importance of listening to the suggestions of others. A leader must be committed to the people who look to her for advice and support. Committing firmly to a decision to produce the best outcomes distinguishes a leader.

JACKIE SIEGELSKI. eCrossings Media.

The common qualities I've found in great leaders are innovation, dedication, and an ability to inspire and motivate others. Leaders have a vision and work toward an end goal. They pay attention to important details but don't lose sight of the big picture. They possess a passion and an energy that motivate their colleagues and partners to contribute and remain productive. Leaders are defined by how they carry themselves and respond to a situation that did not go as planned. A true leader remains poised and responsive when things are running smoothly and, more importantly, when there's a kink in the chain. It is a true leader who gives a team direction and holds the group together and on track during challenging times.

NOREEN FITZGERALD. Celgene.

I believe today's leaders need to be hands-on and be aware of the environment their teams are functioning in. It is important that leaders show an ability to relate to the things that matter to those who they are leading. A willingness to participate and not remove oneself totally from the trenches demonstrates a level of commitment and investment to all those around them. Leaders are engaged in the goals of the department and take accountability to ensure the team succeeds as a whole. Leaders have to make the tough decisions, yet they have to be able to get others to understand the reasoning. They need to raise the bar



Change is the territory of leadership and it is imperative that leaders have a clear vision and drive change at all levels through collaboration.

★ **KRISTEN GENGARO**
SURGE WORLDWIDE
HEALTHCARE COMMUNICATIONS

Great leaders know how to truly empower their teams, then stay out of the way and cheer them on.

★ **AMBER BEAL GILBERT, STRATEGYX**

and be able to motivate those around them to want to reach the same level of success and achievement. Leaders are doers yet they encourage others to assume responsibility for their actions. A strong leader also needs to create a culture of mutual trust and caring and has earned the respect of others. Leaders play a vital role in developing staff by delegating to their strengths. They provide a strategic vision for the future and demonstrate a high standard of ethics and fairness. I would advise all women to go after their goals; the only thing that can stop you is not trying.

LAUREN BERKOFF. Euro RSCG Life.

The most important leadership qualities are maintaining a clear vision, inspiring team members and contributing to their development, being flexible to new ways of doing something, and continuously striving to learn more. The status quo should never be enough and what has perhaps worked in the past may not be the best decision for a current situation. Great leaders have a willingness to take responsibility and give credit where credit is due. They are knowledgeable, great communicators as well as great listeners, have a vested interest in the task at hand, and are respectful



to their peers. When a leader speaks, others just don't listen because they have to, but because they want to.

MEGAN TRASK. Saatchi & Saatchi.

I have found that the most effective leaders possess integrity, excellent listening skills, and enthusiasm. Integrity ensures the leader is above influence, makes informed decisions for the long term, and believes that actions speak louder than words. Leaders with integrity do not expect others to do things they can't do themselves. Listening enables leaders to develop an open environment, where their co-workers are not sycophants and where clients feel heard. Enthusiasm is contagious and can propel teams toward excellence. With enthusi-



Leaders not only need to set an example, they need to set the right example.

★ **LISA KAUFMAN, CENTRON**

asm, adverse situations are not paralyzing. In most situations exhibiting enthusiasm requires taking a risk, which is something a true leader must be comfortable with.

VICKI CROW. Cegedim Dendrite Americas.

From my perspective the most important qualities are the ability to define a vision for the organization, communicate the vision, and create an environment where the team can achieve the vision. I believe actions speak louder than words so it is critical that the leader truly walks the talk as it relates to the vision and goals she has established. Leaders are passionate and committed to reaching their goals and inspires others to follow their lead based on their actions.

STACEY LEAÑOS. Bay City Capital.

Leaders inspire those around them to want to push themselves to the next level. They have such passion for all they do, that their team

SHINING stars

Effective leaders establish a clear vision in collaboration with their team, show initiative, and take action.

★ **SUSAN LENDERTS**
INNOVEX



are able to instill those same beliefs in others evolve as great leaders. In addition, the ability to get others to think and perform as a team where everyone employs a can-do attitude is truly a sign of a great leader. Finally, a leader views knowledge as something to be shared rather than possessed. Those who are willing to share their knowledge and exchange ideas with those they work with will motivate performance and achieve results.

JENNIFER BROWNSTEIN.

Connexion Healthcare.

Leaders instill energy and vision to those around them. The most important qualities of leadership are an ability to inspire others, a willingness to take responsibility, and a relentless drive to raise standards.

SUSAN PERLBACHS. DraftFCB.

The most important leadership quality is the ability to inspire others into action. To that end, I define leaders as people who bring out the best in those around them. It's not necessary to have a particular title, or to be delegated any specific role a leader sees what needs to be done and becomes part of the force behind getting it done. It's sometimes difficult to feel a sense of empowerment when one isn't the official leader of a project, group or department, but anyone who steps up to affect change and move things forward is as true a leader as any top executive — and sometimes a more valuable one.

CAREN CATIZONE. Group DCA.

To be an authentic leader, one has to “go first.” This mindset is cultivated by exercising discipline through and assuming responsibility for one's actions. A leader is someone who possesses great inner strength and compassion for others. It is important to give yourself time to grow and prepare for your leadership role through greater self awareness and experience. You can not lead well until you have learned to listen and follow. Personal weaknesses can become assets once they are addressed and overcome. After going first, you have the ability to motivate others and have them share in your vision. This is important because leadership means planning. A true leader never attempts everything alone and is prepared for things to go awry. Leaders are able to adjust their plans accordingly, while persistently



Strong leaders demonstrate a passion for what they do, and they demonstrate a standard that makes other want to follow.

★ **LYNDA PARKER, EISAI**

imbuing curiosity, confidence, and a sense of purpose in those they lead. Leaders do not simply look to be inspired, but consistently provide inspiration to those around them. Leaders find the greatest reward in the successes of those they have mentored. She understands that there is a time to take control, and a time to let go. “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” — John Quincy Adams.

SUSAN KITLAS. SDI.

Great leaders have the ability to inspire and motivate those who work with them. They are individuals who truly believe in the work they are doing and do not settle for mediocrity but rather strive to achieve greatness. Those who

A leader views knowledge as something to be shared rather than possessed.

★ **SUSAN KITLAS, SDI**

members strive to be better people. A good business leader strives to bring others up to a higher level and mentors others so that they may also achieve success. Criticism from a leader is constructive rather than demeaning. They allow their employees to make mistakes, so that they can learn from them. Leaders also gain trust by being transparent in their actions.

KRISTAN REID. Lyon Heart.

True leadership is an art — an intricate balance between action, inspiration, and trust. Leaders know that sometimes the process is infinitely more important than the outcome, and that what they do has the potential for greater impact than what they say. Leaders are driven not only by business results, but by



Leaders are individuals who have achieved both personal and professional goals and, in turn, inspire others to reach new heights of their own.

★ **AMANDA SALAMONE, COMPAS**

holding on to their vision. Communication is of equal importance. Leaders must successfully communicate their goals and objectives to others to facilitate the desired results.

AMBER BEAL GILBERT. Strategyx.

The most essential characteristic of a successful leader is the ability to build and leverage a high-performing team. A strong leader knows how to encourage risk taking to drive innovation, while holding the team accountable for results. Most importantly, great leaders know how to truly empower their teams, then stay out of the way and cheer them on.

JENNIFER MATTHEWS. The CementBloc.

Great leadership is defined by a number of qualities; it's a balancing act. Holding one's self to a high ethical standard, establishing a clear vision, and seeking excellence from every quarter are critical. At the same time, remain-



True leaders exhibit four qualities: authenticity, sincerity, consistency, and integrity.

★ **GINA REYNOLDS**
KING PHARMACEUTICALS

ing flexible and listening to others are equally important. Ultimately, a leader is defined by the ability to charter a course, motivate a team, make the difficult calls, and achieve results.

LYNDA PARKER. Eisai.

The most important quality for strong leaders is their ability to lead with integrity and respect. Great leaders understand individual strengths and find ways to harness and develop these strengths in their people. Without question, leaders who manage in this way inspire others, create loyalty, and foster an environment that breeds success and accountability. These leaders empower their people to make decisions by providing them with appropriate direction and support. Finally, strong leaders demonstrate a passion for what they do, and demonstrate a standard that makes other want to follow.

LISA MARIE STURK, PH.D. Shire Human Genetic Therapies.

The most important leadership qualities are: courage, the ability to listen, and intellectual curiosity. Leadership often requires individuals to face difficult questions or issues, often in a public setting, and courage is necessary for success in these situations. Informed decision making — a consistent requirement of leadership — requires personal courage to take a stand regardless of the status quo. Leadership does not occur in a vacuum; actively listening to peers and colleagues is essential to forward progress both in terms of communication and innovation. Fundamentally, intellectual curiosity and energy turn managers into leaders; verve and enthusiasm are contagious for all employees and colleagues seeking motivation from their leadership.

MARIA DILEO. Brand Pharm.

Essentially, good leaders must be good listeners and be decisive. They have to understand what the true issues are and decide how best to address them. Leaders need to be focused, yet available to others. They must also

be able to encourage the development of future potential leaders. But most importantly, leaders must maintain personal integrity and have the courage of their convictions, regardless of the obstacles or conventions that confront them. Great leaders spend much of their time communicating, but that on its own is not enough. Leaders need to be able to follow up on their communications with supporting actions and behaviors. It is important that individuals and organizations develop together. Leadership needs the right environment in which to develop.

KRISTEN GENGARO. Surge Worldwide Healthcare Communications.

Every day we have the opportunity to lead — to make courageous decisions, act with integrity, and inspire others to make a difference. I believe leadership can happen at all levels within an organization and that is measured by the extent to which these acts are consistent and in alignment with higher values. Beyond these qualities, leadership is also about change and identifying the need for change, inciting the organizational shift needed to support change, and inspiring the activation of change agents within a given organization. Change is the territory of leadership and in our current economic climate, which has spawned transformation across all industries, it is imperative that leaders have a clear vision and drive change at all levels through collaboration.

ESTELLE VESTER-BLOKLAND. Bristol-Myers Squibb.

One obvious and often heard answer, is setting a clear vision. However, even more important than setting a vision is being able to effectively communicate and articulate that vision. Without effective communication, a vision remains a dream or hallucination. Also, it's important that leaders listen carefully and help to translate the feedback being given to them into a vision. It's important that a vision is not developed in isolation, but in collaboration

SHINING stars



When leadership becomes an exchange — a communication that values individual contribution and creativity — real professional growth and satisfaction occur.

★ **PASCALINE WOLFERMANN**
MEDEX GLOBAL SOLUTION



Great leaders understand not only where their company needs to go, but how to best motivate their employees to reach their goals.

★ **MICHELLE SNYDER, EPOCRATES**

with the group of people who are part of the team. They need to recognize themselves, their organization, their goals and challenges in the vision that is articulated. Successful leaders are able to energize and motivate their people around this vision and inspire people to execute it.

HOPE D'OYLEY-GAY. GlaxoSmithKline.

An important leadership quality is the ability to consistently make good decisions. In addition to luck, good instincts, or simply being smart, some or all of which may help to make a good decision, being able to consistently make good decisions is because of proper preparation, the ability to identify and analyze the relevant issues, and knowing when and how to make the decision. A second important leadership quality is effectively communicating the decision being made. This means that the decision must be definitive, and enthusiastically and clearly articulated so that it can be successfully implemented. A third important leadership quality is being able to select those who will effectively help prepare the leader to make the decision and who will successfully implement the decision. The final, and perhaps the most important, quality that I believe determines an effective or good leader is having integrity in all that he or she does.

CHRISTINE ARMSTRONG. lomedica.

Leaders have an understanding of their

team and can harness the individual strength of each team member, all while giving well-defined direction and guidance. Most often we are in the pursuit of common goals as a team, but a true leader is there to motivate, empower, and engage others no matter the size of the task or objective.

DOREEN ECKERT. AgencyRx.

Leadership has many different faces, and through my life my ideas on leadership have changed. As a child my view of a leader was someone who commanded others and was decisive, fearless, a super hero (or my mom). In college I envisioned a leader as someone with individual ideas, creativity, and the strength of character that would allow him or her to stand up in the face of conformity. After a few years of working, I realized a leader also needs to balance these qualities with humility. It's important to realize you can't do everything yourself and you might not even be the best person for every task. Accepting one's own limitations and being willing to recognize the strengths of others and appreciate rather than feel threatened by them is one of the qualities I value most; this is what I hope makes me a good leader of my teams and an asset to my clients.

ERIN HUDSON. Solvay Pharmaceuticals.

Honesty, trust, accountability to themselves and their team, respect for people, and dedication are the most important qualities for leaders. Leaders are able to influence someone or a group of people to achieve a common goal through their honest feedback and interactions, accountability to themselves and their team, and commitment to the organization and the goals they are expected to achieve.

RENÉ RUSSO. Cubist Pharmaceuticals.

The opportunity to shape the careers and lives of others is an extraordinary privilege. The best leaders recognize that this privilege comes with a great responsibility to mentor, develop, and guide individuals to reach their full potential. These leaders set a clear vision, while remaining open to unique ideas; they encourage straight talk and respect the views and opinions of their team. Most importantly, the best leaders are humble, acknowledge team accomplishments, and are self-confident enough to take responsibility for team failures. The best leaders are not measured by their personal success, but rather by the successes of the leaders they develop — an impact that continues to be felt long after they are gone.

CARMEL DAUGHTERY. BTA Pharmaceuticals.

A leader commands respect and motivates others to meet common goals and has the courage and conviction to make unpopular decisions that will drive the business forward. They lead by example with passion and integrity and are open to constructive criticism, always making informed decisions based on fact and not perception and supposition. They always question and do not accept the



Leadership has many different faces, and through my life my ideas on leadership have changed.

★ **DOREEN ECKERT, AGENCYRX**

status quo and they embrace and encourage change in challenging times.

MARGARET FELTZ. Purdue Pharma.

Great leaders are people of integrity who inspire collaboration and teamwork and, recognizing the value in diverse viewpoints, seek to engage team members with distinct backgrounds and varying viewpoints. Leaders are excellent communicators; they can both articulate goals and objectives and actively listen to and learn from their colleagues. True leaders share the spotlight well and encourage colleagues to stretch beyond their comfort zone. They also motivate others based on their commitment and work ethic.

ALAYNE GREEN. Scientific Voice.

Leaders need to be genuine and passionate in all they do; they need to respect personal as well as business needs with appropriate merit; they should value collaboration as well as individual contributions; leaders should listen more than they speak and inspire or encourage when they do speak; they need to have the



A leader can navigate through change and sees the hidden opportunity in every set back.

★ **LALEH TAHERI VARASTEH, ADHERIS, AN INVENTIV HEALTH COMPANY**

courage to engage in conflict resolution and manage difficult people/issues — up and down the hierarchy — to closure. They value others as much as themselves and encourage open dialogue and empowerment. Leaders are those who clearly define a vision or direction through collaboration, get buy-in and communicate it clearly to others, start the momentum toward a goal and step back to allow others to move toward the destination. They adjust course as needed and provide encouragement and coaching along the way. Lastly, leaders celebrate successes while making the trip fun with frivolity and passion and continually move the team toward greater strength and goal achievement.

CHERYL BEAL ANDERSON, PHARM.D., RAC. Eli Lilly.

Leaders have to be alert to their surroundings, especially people, to identify needs and changes, so that they can set the best course of action for their teams. A leader who listens will be adaptable and will not inadvertently miss the realities of change that could lead to a devastating result for the team or mission if ignored. Leaders have earned the right to stand in front of — or behind — others because of the service they have rendered to people.

LALEH TAHERI VARASTEH.

Adheris, an inVentiv Health Company.

Leadership is about showing integrity and taking responsibility. Great leaders are credible, reliable, and they take responsibility for their actions and decisions. A leader directs people toward a common goal, fosters an environment for growth, and shows the way by example. A leader brings out the best in her people and lets them excel under her leadership. She motivates, delegates, and doesn't feel threatened by the success of the others. A leader also can navigate through change and sees the hidden opportunity in every set back. One of the most rewarding experiences of my professional life is my involvement in a profes-

sional organization. By joining and volunteering, I have had the opportunity to work with and learn from the highest caliber leaders in the healthcare industry, which in return has led to my professional recognition as a leader.

AMY FRY. Boehringer Ingelheim Pharmaceuticals.

A good leader is self-aware, a good listener, respectful, and courageous. A leader is willing to stop and listen to others and solicit ideas, willing to take a risk and speak out regardless of how popular or unpopular it might make him or her, knows and respect others and engages them to deliver more than they would have on their own, has a passion for people and coaching and developing his or her team, and is willing to be real with others.

ELIZABETH JEFFORDS. Genentech.

Leaders should have integrity, competence, and caring. If they have those three things, they can inspire others. Integrity includes managerial courage and the bravery to be themselves as a leader. Competence includes a long-term perspective and the ability to teach and do the job being asked of others to perform. And caring means that they have a vested interest in the fulfillment of their team.

PASCALINE WOLFERMANN. Medex Global Solution.

I have had many diverse and rich experiences working all over the world in a variety of difficult and challenging environments. From leading multicultural teams here and abroad, working for NGOs in the rain forests of South America, to management roles inside multinational corporations, I believe the core qualities of leadership remain the same. True leaders adapt to their environment, have a clear vision, stay focused on a goal no matter how difficult the situation, are supportive, but also challenge their teams to develop professionally. Those who have a level of recognized technical ability and expertise and who have an attitude that no task is beneath them, create an atmosphere of trust. Team members can rely on their experience, learn from them, and express new ideas. When leadership becomes an exchange — a communication that values

SHINING stars

individual contribution and creativity — real professional growth and satisfaction occur.

JOANNA BREITSTEIN. Pharmaceutical Executive Magazine.

Leaders show us where to go. There's a verse in the Bible that says, "Without vision, the people will perish." It may seem dramatic, but we need powerful leaders to help the many people on this planet who, when it comes to basic healthcare, simply do without. I know that in our industry, leadership is often substituted for gaining higher sales or stronger profits. But I want to follow someone who stands for a bigger purpose.

AILEEN RIVERA. Elsevier.

The most important leadership qualities are: integrity, dedication, magnanimity, fairness, assertiveness, a good sense of humor to relieve the tension, having vision, as well as being open to other ideas and ways of thinking. Leaders

need to share their vision, accept criticism, and move forward. I define a great leader as one who is confident and committed to excellence; one who is trustworthy and enthusiastic; and one who will gladly walk the talk.

MICHELLE SNYDER. Epocrates.

Great leaders understand not only where their company needs to go, but how to best motivate their employees to reach their goals. Successful leaders are able to inspire and influence their teams by recognizing that different people bring not only different skills and abilities to the table but different behaviors and motivational styles. The same actions that might motivate one employee might not be successful with another. Understanding the differences for the key members of the team and tailoring one's leadership style for those key members not only helps get higher performance at an individual level but it increases the performance of the entire team.

MICHAELA GRIGGS. Bayer Diabetes Care.

There are three important factors in leadership: trust and honesty; clarity of direction; and shared responsibility for actions. A good leader knows who to trust and can herself be trusted. Leaders know when to listen versus act, and, importantly, they are able to set a direction that is very clear for their team. In addition, a strong leader allows each member of his or her team a sense of ownership and accountability, while also providing just enough of an appropriate safety net to help ensure success.

ELIZABETH MACEO, M.D.

Scientific Advantage.

I believe honesty, integrity, perseverance, and assertiveness are the most important leadership qualities. A leader is a visionary who is able to remain calm, focused, and composed in a crisis. He or she is not only driven, but compels others to do the same. A leader generates power through unity rather than through dissent. ★

★ ROLE MODELS AND MENTORS

Rising Stars pay tribute to the individuals who have played a role in their leadership development.

ELIZABETH MACEO, M.D.

Scientific Advantage.

Two individuals have played a role in my leadership development as role models: Lucinda Harris, M.D., and my father Alberto Maceo. Dr. Harris, who is a scholar in medicine, personifies strength, dignity, and diligence as a practicing physician. Her boldness ensures that good clinical practices are adhered to at all times and at all costs by her staff. Yet her compassion is as heartfelt as her healing hands. She possesses the intricate balance between boldness and gentleness that I believe is required to succeed in healthcare. Furthermore, my father, an immigrant and retiree with an impeccable work ethic and track record whose reputation as a hard-working, honest, and dependable man allowed him to borrow money to open up his own business, based on his word and word alone rather than through credit history, is a role model, and in a league of his own.

JILL BALDERSON. HealthEd Group.

My parents, individually and together were and remain leaders within their work environments and communities. Their coach-

ing of me was verbal and by everyday example, and they led me to believe in myself. My mother understood the value of education and inspired my father, sister and me to continue well beyond high-school. Leading by example, she finished her MSN in Medical/Surgical Nursing 12 years after obtaining her bachelor's degree and became a faculty member of the Binghamton University's School of Nursing. My father finished his bachelor's degree, following service in Vietnam and eventually became president and CEO of a \$700 million community bank. He also volunteered in a multitude of organizations, becoming a board chairman of most of them. My mother actively served on the Board of Trustees of Elmira College, following her retirement from Binghamton University. Leadership in our family was understood as an integral step in the journey to realize a life with meaning.



We all need to have our eyes and minds open to people who can teach us something new.

★ **AMY FRY**

**BOEHRINGER INGELHEIM
PHARMACEUTICALS**



There are many people who have been my mentor and role model over the years — everyone from family, friends, to coworkers.

★ **CARMELA WEGWORTH**
GOBLE & ASSOCIATES

CARMELA WEGWORTH.
Goble & Associates.

There are many people who have been my mentor and role model over the years — everyone from family, friends, to coworkers. There are a few people who quickly come to mind who have made me who I am today. The person who has believed in me from the moment I met her, and just inspires me everyday with her sure will, determination, compassion, and general illuminating human nature is Nancy Finigan, executive VP, account group director, at Goble. The qualities she possesses are exactly what my definition of a leader is. She opens my eyes to what great marketing is, and how to be great in marketing. Another person who comes to mind, is someone I have known on a few different levels first as my client, then as a friend, and now as a coworker, Amy Gavlik, VP, account group director, at Goble. She also has all of the great qualities that define a leader. She is a strong-willed woman who knows who she is, and she lives her life with a strong belief in herself and in the people around her. The determination and drive that she has to do what's best for the people around her is remark-



able. She has this fire inside that I have always found inspiring. Finally, Ryan Van Pelt, VP, account group director, at Goble taught me it's okay to be human. Ryan taught me how to think differently. He has taught me that all great thinking can be made simple. His leadership skills and fun-loving personality truly sets him apart from many. He brings out the best in people. He is someone that is accountable, hardworking, empathetic, and a joy to be around. All these people have been a force that has touched me professionally and personally. These are all great leaders that I am fortunate enough to still be working with today.

AMY PFEIFFER. International Medical News Group, Elsevier.

The role models in my life are my mother and grandmother for teaching me to be strong and independent. They made me believe that anything is possible. I grew up watching them be successful in their careers while running a home and raising a family. Without their support and encouragement, I would not be where I am today. Denise Fulton has been pivotal in my career at IMNG. She took a chance, hired me, and taught me everything she could to aid in my development and professional success. Because I admire and appreciate her honesty and frankness, she is the first person I turn to for feedback and work-related advice. Another mentor for me has been Sally Koch Kubetin.

Good leaders have the fundamental qualities that we all expect. They are individuals with integrity and vision combined with fine-tuned business acumen. But exceptional leaders, the ones that inspire, and can take your breath away have something extra.

★ **MICHELE CAMPBELL**
ENDO PHARMACEUTICALS



The VP, creative director at Connexion Healthcare, has played an integral role in my professional development.

★ **JENNIFER BROWNSTEIN**
CONNEXION HEALTHCARE

She has taught me the ins and outs of the workplace, how to be a valuable colleague, and trusted me with many projects that others would have thought to be above my skill level. Her trust, guidance, and nurturing led to my advancement in the workplace.

SANDY KULTGEN-GOMBAC. IMS Health.

First, understanding yourself is key. This doesn't mean that you have to know exactly who you want to be when you grow up, but it does mean focusing on your greatest skills. Beyond this basic foundation, build a solid network of leaders — those whose skills or accomplishments you admire, and most importantly that you can learn from. The better you understand yourself, the greater you can define the network to expand on your

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Fortunately, I can say I have many role models to choose from; it's important to have a "sponge-like" mentality — there is so much to learn from everyone around you.

★ **AILEEN RIVERA, ELSEVIER**

strengths, and enhance the areas you desire additional support. To be successful in this process, be an insatiable learner. Learn from your decisions, willingly participate in experiences out of your comfort zone, and go out of your way to talk with others who think differently from you. A diverse network of people, opinions, and experiences is key to innovation and ultimately creating success personally and professionally. Last, openly share your experiences with others. This will not only strengthen your skills, it demonstrates your understanding of people, and your desire to leave the world a little better than you found it.

TERRI LEE. Merck & Co.

I have had the benefit of learning from and having the support of wonderful managers, male and female, throughout my career. They not only supported my professional development in my work roles, but were just as supportive of my personal and professional activities outside of the workplace. Their interest in me as a whole person was very motivating and



A diverse network of people, opinions, and experiences is key to innovation and ultimately creating success personally and professionally.

★ **SANDY KULTGEN-GOMBAC**
IMS HEALTH

the weekends. I have yet to meet anybody who worked for him who has not spoken about their respect for him, his strong and confident leadership, as well as the positive impact he had on their careers and lives.

CARYN PARLAVECCHIO. Novartis Pharmaceuticals.

I have been very fortunate to have had strong leaders to emulate throughout my

ultimately helped me grow in my career. I have tried to model my management style through their example. My mother and her sisters still have a huge impact on my life. Each has shown me that one can overcome any personal and professional challenge by facing it with strong faith, the confidence that nothing is insurmountable, and that someone else has probably already been through it so ask for help. Finally, I constantly learn from others I mentor. They allow me to see things with a fresh outlook and this is invaluable in an ever-changing world.

LORIANN MURRAY. Cramer.

My friends and coworkers are my mentors. As working women and mothers, there are challenges that we all face. My female coworkers and friends are truly supportive of my efforts and are always available with amazing insights. It is terrific to have a network of people to bounce ideas off of, brainstorm on career problem solving and run difficult situations by. The value of an honest and forthright response is incalculable and of that I am guaranteed. I'm truly indebted to all of the women I've worked with over the years who have showed me that success is an option.

CHRISTINE FINAMORE. CDMiConnect.

My father has played a tremendous role in my life and the development of my leadership skills. From my early childhood years I have been pushed to give 150% effort to achieve my own goals while giving even more to those around me. I was encouraged to be a leader versus a follower and to set an example that others would respect and aspire to achieve themselves. I watched my father's growth as a senior executive with Aetna leading large teams of sales and marketing by day and then leading a squadron of 25 top-notch fighter pilots at night and on



I was encouraged to be a leader versus a follower and to set an example that others would respect and aspire to achieve themselves.

★ **CHRISTINE FINAMORE**
CDMICONNECT



My parents taught me to learn from my mistakes and constantly strive to improve myself.

★ **JACKIE SIEGELSKI, ECROSSINGS MEDIA**



I've been fortunate to work with and help grow some emerging leaders and I have learned so much in the process of working with them as they develop their skills.

★ **CHERYL LUBBERT, ABBOTT**

My advice is not to be afraid to experiment and take risks in your career, even if it means moving laterally or taking a step back to gain a new experience.

★ **JENNIFER GOLDBERG, WYETH**



career. There are two leaders in particular who have taught and inspired me through their vision, raw intellect and courage of conviction to become a better leader. Anish Batlaw, an HR leader, taught me the most by putting me in big, stretch jobs to see what I could do with them. He pushed me to learn the business so that I could gain credibility and make powerful partnerships. He made me realize that without it, I could never be a great HR leader. And Mark Iwicki is a leader who challenged me to demonstrate how I could impact the business, create trusting partnerships and to fight for what's right — even when it's hard.

MICHELE CAMPBELL.
Endo Pharmaceuticals.

I have been fortunate to have many mentors, role models, and business partners who have taught me a great deal about leadership. However, without question, my mentor is my father. There was never a discussion in my house about what roles were only appropriate

for women or men; equality and respect were expected at home and in the workplace. My father's inspired leadership in business and guidance throughout my career was tough yet compassionate. While I did not appreciate or enjoy his required watching of the film "Patton" (I was quite young); but it impressed upon me certain leadership expectations: do more than is required, act beyond your fears, give credit to others, take action, and learn to play golf. To this day my father keeps a watchful eye on the pharmaceutical news and the markets; he wants to know if I am doing everything possible to advance the industry and my company; and then he expects me to meet him at the golf course to work on my swing.

LISA DARBY. Pace.

I always have had a love for art and the creative process. If I could create the perfect mold for a mentor, I would use the following people:

the energy, passion, and inspiration of Sharon McCarroll; combine it with the creative knowledge, focus, and drive of Tom Grobleski; and top it off with the experience and creative edge of Dainius Jaras — ta-dah, the perfect mentor.

JACKIE SIEGELSKI. eCrossings Media.

As the child of two full-time working parents I was raised to believe that hard work and dedication pay off. They taught me to learn from my mistakes and constantly strive to improve myself. With these beliefs ingrained in my personality, I have been able to overcome tasks that I originally thought were impossible, all while gaining the confidence to take on a leadership role. Another influential aspect of my life is my attendance at a single-sex high school. The administrators brought in reputable women executives from various business arenas to speak about the successes and challenges they faced. They shared methods of coping and balancing work and a personal life that I use to this

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I was fortunate to have many strong female role models in my family, starting with my grandmother.

★ **RUTH THORPE, SANOFI-AVENTIS**

day. Throughout these sessions responsibility and accountability were emphasized, and I realized how successful and influential women in business could be. These sessions inspired and motivated me to not only realize my potential, but also to exceed it.

CHERYL LUBBERT. Abbott.

Who I am as a leader is drawn from many people in my professional life. I have been fortunate over the years to have had access to and association with amazing and talented people whose perspectives come from different industries and sectors and a cross-section of experience and skills. I've reported to inspiring leaders who have had profound impact on my thinking, my role, and who I am in my career. Likewise, I've been fortunate to work with and help grow some emerging leaders and I have learned so much in the process of working with them as they develop their skills. Listen as much as you speak, actively look for the shared professional values, respect, and purpose because there is much to be learned from many people in our day-to-day work.

JOANNA PENDZICK. Sudler & Hennessey.

There are so many people who have influenced my career over the past several years. My supervisors have given me glimpses into different management styles and my peers have offered inspiration with the work they have produced. Don Brunjes was the first person to hire me even though I had no pharma-specific experience. His ability to see potential in me opened the door to advertising for me. Tina Fiscetti, Marcela Perez, and Brendan Ward take wonderfully creative approaches that I have found refreshing and inspiring. Karen Miksche gave me the room to grow into a leader, and I believe she had the most profound impact on how my career took root and flourished. And of course there's Rob Rogers, who I have worked with the majority of my career. His leadership style has demonstrated to me how one can be a strong, positive influence to a mass of people by being open-minded, yet decisive...and fun, yet productive.

LAUREN BERKOFF. Euro RSCG Life.

I have been lucky to have worked with many talented people during the course of my



career. However my most meaningful experience was with my last supervisor, Barbara Patchefsky. I started working with her when I was an account executive and she taught me so many of the qualities that I possess today and use in practice. The most important thing she taught me was to always believe in myself and trust my instincts. She helped me become a more confident account person and leader, which allowed me to work more effectively with internal team members and clients.

MEGAN TRASK. Saatchi & Saatchi Healthcare.

In my earliest years, my parents embraced my straightforward nature, and they provided an environment where my opinions were valued. In my career, I have certainly learned the most about leadership and integrity from my current supervisor, John Kalimtzis. Not only does John continually demonstrate his faith in my abilities through his actions, but his pragmatism and high expectations create a fair and challenging climate where I can continually grow.

VICKI CROW. Cegedim Dendrite.

Terry Chandler, who was my former regional sales director when I was at Eli Lilly, was a mentor starting when I was as an associate until I chose to leave Eli Lilly. Natasha Giordano, former president of Cegedim Dendrite Americas, was both a mentor and a role model as a senior female executive. In addition

a couple individuals come to mind when I think about leading organizations through change or difficult times and these would be Randy Tobias, former CEO and chairman of Eli Lilly and Tim Rothwell at Sanofi-Aventis.

MARYBETH LYNCH. Campbell Alliance.

Jane Bainbridge, VP, medical operations, at Celgene, has been instrumental in my leadership development and is, without a doubt, a role model for me. Her keen perceptiveness and strong listening skills are fundamental components of her success as a leader. Whether she's among senior management peers or her own staff, Jane carries herself as a leader demonstrating a firm understanding of the leadership style required to optimize all situations and being willing to adapt her style as needed. When she's among peers, she focuses on consensus building. When she's working with her staff, she leverages consensus building, while driving toward decisions that make her team feel heard, understood, and respected. She also has a real interest in mentoring others and helping them progress in their careers. Jane truly personifies the definition of a leader, and she is a role model for her colleagues who are aspiring to excel as leaders at Celgene.

STACEY LEAÑOS. Bay City Capital.

The biggest influence I had in my leadership development was attending a woman's college. I was surrounded by intelligent, passionate mentors and role models on a daily



It's important to have mentors who are honest in giving you feedback that you need to hear whether it's positive or constructive.

★ **CASSIE HOGENKAMP**
ASTELLAS PHARMA US

basis. Being in a very male dominated industry, having this type of background empowered me in many ways. I know that my opinion matters and I shouldn't be afraid to voice it, I know that women often lead differently from men and that difference in style should be embraced, and I know that sometimes being the only woman in the room can be to my benefit. I draw on things I learned during my undergraduate education on a daily basis, whether in my professional or personal life.

MARY ANDERSON. HLS.

I have been fortunate to work for several



I constantly learn from others who I mentor. They allow me to see things with a fresh outlook and this is invaluable in an ever-changing world.

★ **TERRI LEE, MERCK & CO**

strengths and talents. Most importantly, I have had the benefit of working for women who have truly taken joy in my successes and encouraged me to do the same for others.

STEPHANIE MCGEE. Wishbone/ITP.

My father and mother have been the biggest influence on me in my leadership development. They have both have inspired me in many ways, but most importantly, to have faith, strength, and wisdom in all I do. To never give up no matter what. To always take risks and to explore and create with no inhibition. To have the skill to listen to others and ability to inspire.

LISA TAMBORELLO. Vox Medica.

The two most influential people in my career thus far have been Yvonne D'Amelio, principal and chief financial officer of Vox Medica, and Jeff Pustay, former chief information officer of Navigant Consulting. Both Yvonne and Jeff identified my potential and presented me with challenging opportunities. They spent time sharing their thinking and helping to mentor and inspire me to take charge of my career and see opportunities, even in challenges. These opportunities allowed me to thrive and grow, ultimately leading to great career success; all of which I could not have achieved without Yvonne's and Jeff's encouragement and unwavering support.

LYNDA PARKER. Eisai.

There are many individuals who have played roles in my own development. The first was the one manager who first gave me a shot and took a risk on me when I came into the industry 20 years ago with no sales experience. This has always been a guiding force for me, in mentoring and looking for ways to help others achieve their goals. The others who have played a role in my development are those who genuinely took an interest in my development and in me as a person. The leaders who helped me along my career are those who inspired me to the point that, no matter what, I did not want to let them down. Finally, those who played a role in my development, as a common thread, demonstrated great passion for their roles, their people, and a true commitment to the patients our industry serves. I would like to

individuals who have charted the course of medical education over the last 30 years. These pioneers invented innovative publication platforms, video-based learning, and live peer-to-peer events. Their approaches still form the cornerstone of our successful communication plans today. I owe my ability to embrace change and new approaches to these professionals. Presently, I'm tremendously fortunate to occupy a leadership position at CommonHealth. My supervisor, Stacey Singer, a former Rising Star, and other senior colleagues provide valuable mentorship and modeling. I believe that my colleagues form the "intelligencia" of healthcare communications and am consistently amazed at their collective focus on helping to invent the future for our clients and for our industry. Their approach combines the ingenuity inherent in entrepreneurship with the practicality of sweat equity. I owe my growth and continued to success to Stacey and her management colleagues.

JENNIFER BROWNSTEIN.

Connexion Healthcare.

The VP, creative director at Connexion Healthcare, has played an integral role in my professional development. I began my career as a graphic designer who primarily focused on day-to-day tasks within my department. However, through my creative director's guidance, encouragement, and support I have blossomed into my current role as an art director. While the daily tasks are still completed efficiently, I am now an idea leader for my department, and my positive energy influences colleagues throughout the company.

AMBER BEAL GILBERT. Strategyx.

I have been fortunate in my career to work for very strong and effective women leaders who have taught me how to inspire others while holding them accountable for results. Seeing these women in action has been invaluable to the development of my personal leadership style and the honing of my individual

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think that, over time, I have developed those same qualities.

RUTH THORPE. Sanofi-Aventis.

I was fortunate to have many strong female role models in my family, starting with my grandmother who, after raising seven children, got her college degree and went on to enjoy a successful professional career as a teacher.

MARIA DILEO. Brand Pharm.

Aside from the requisite integrity and authenticity, the leaders who have influenced me the most have been those who work to improve both their associates — professionally and personally — and their organizations. I have been lucky in the 14 years of my life in healthcare communications to have worked with and been exposed to some of the best leaders in this industry. At every phase of my development, I have worked with managers who have nurtured me and provided me the opportunity to learn, each providing something different at each phase of my development. When I first started out, I was mentored by managers who were more collaborative and willing to listen to all levels of the team. Later, I was exposed to other managers who were more decisive and direct in their responses and actions. Ultimately, it was my most recent manager who taught me the value of communication, authenticity, and confidence. Once all factors were taken into account, and a decision was made, it was that decision that needed to be followed and upheld by all team members. Leadership needs the right environment in which to develop.

ESTELLE VESTER-BLOKLAND.

Bristol-Myers Squibb.

There are a lot of people who have played a role in my development, some have played a major role, some a minor. I've always believed in the model of 'building my own board of directors' by identifying people who are incredibly effective in something and learning from them. Whether it's their ability to effectively deliver presentations, whether they have specific technical expertise, or whether they are able to build a strong and effective network, I

In my earliest years, my parents embraced my straightforward nature, and provided an environment where my opinions were valued.

★ **MEGAN TRASK, SAATCHI & SAATCHI**





I have been very fortunate to have had strong leaders to emulate throughout my career.

★ **CARYN PARLAVECCHIO**
NOVARTIS PHARMACEUTICALS

learn from them by watching closely what they do and how they do it, or using them as a mentor, reading their work, or participating in the training they provide. In addition, in the past few years, I have been fortunate to have had two incredible women as bosses. Both are very powerful and with different strengths.

JENNIFER GOLDBERG. Wyeth.

There are four people who have significantly influenced my perspectives on leadership, each of whom has contributed his or her own distinct lesson. From one I learned that leaders aren't afraid to address the elephant in the room, speak their minds, and stand up for what they believe in. An organization that doesn't respect such behavior is probably not a place where you want to be. From another I learned that honest, open, and sincere feedback delivered on a foundation of earned trust is the key to developing people. True leaders do not ignore performance issues, as doing so benefits no one — not the employee or the employer. From the third I learned that leaders inspire others to greatness by reaching for it themselves. When your people do attain greatness, be sure to reward them and publicly recognize their achievements. Finally, I learned that leaders vigorously advocate for their people and actively seek opportunities to showcase their talents. Doing so engenders tremendous loyalty and trust in a working relationship. To all of

my mentors, I thank you sincerely for your guidance and support.

CASSIE HOGENKAMP. Astellas Pharma US.

I have been very fortunate throughout my career to work with several strong leaders and mentors, each with various skills and strengths that helped me in my leadership development. Some of my mentors are men and some are women, some have been colleagues, others have been direct managers. In each case I have gained so much by observing characteristics I admired most, and then adapting those into my own authentic leadership style. Mentors are like coaches. We all need them. They do a lot by listening and offering advice, and they serve as a terrific sounding board when you wish to discuss opportunities and ideas. It's important to have mentors who are honest in giving you feedback that you need to hear whether it's positive or constructive and proactively applying that feedback into your development.

HOPE D'OYLEY-GAY. GlaxoSmithKline.

My parents have been instrumental in my leadership development. They taught me the importance of being prepared, working hard, and acting with integrity in all things, all of which I believe are key leadership qualities. Because I work for a company where the senior management exemplify and promote these same qualities, I have had the privilege to know several individuals who also exemplify these same qualities and have shown me what it means to be an effective leader, including business clients such as Dr. Catherine Sohn and individuals within the GlaxoSmithKline's legal department with whom I work or have worked, such as Carol Ashe, Chip Cale, James Ford, and James Grasty. All of these individuals, whether or not they were aware, have been role models and mentors for my leadership development.

CHRISTINE ARMSTRONG. Iomedica.

I've been lucky to have mentored under great artists in my industry and have soaked up every minute working with them. As I've moved on to grow my own team and studio, while I don't have that proximity to one-on-one mentorship, I find inspiration in others who are just as passionate about their calling. I seek those types of collaboration even if I have to step out of my comfort zone to pursue them.

ERIN HUDSON. Solvay Pharmaceuticals.

My boss at CIBA Vision had very high expectations and I was in a stretch role. He was very honest about his observations of my per-

formance and gave me continual feedback on how I was performing and where I could improve. I always knew where I stood with him and always wanted to ensure that I was not letting him down. The other role model was my mother. She passed away from cancer during my very first HR role but she taught me about the importance of loving what you do and being accountable to yourself. She worked fulltime until about a month before she passed away. She scheduled her chemo appointments for Friday afternoons so that the side effects would not keep her from missing work. She loved what she did and knew that each day it was her choice to make a difference. I carry that with me each and every day.

KATIE HOLM. Actelion Pharmaceuticals US.

The most important mentors to me are all former managers. My first boss took a chance on me and gave me an opportunity when I had no skills, no education, and no experience; I will never forget him and the impact he made by enabling me to change the course of my life. Additionally, in succession, I had three former managers who had a much bigger vision for me and my future potential than I had for myself at the time. Their encouragement and direction helped me get a sense of the possibilities in the pharma industry for someone with my interests. Lastly, my current manager has done an excellent job of highlighting my strengths to others and giving me opportunities to gain more exposure to other senior leaders in the organization, which has enabled me to grow a great deal.

K.C. MCALLISTER. Taylor Search Partners.

Taylor Search Partners is owned and operated by three partners, Bill Taylor, Jon DeWitt, and Mick Shimp, all of whom have been instrumental in my development over the past nine years. With combined experience of almost 90 years in our industry, they personally invested in my leadership development through their active mentorship, their ethical example, and by offering me opportunities to lead engagements, direct client relationships and most importantly, drive teams. As my responsibilities increased and my desire to engage with executive-level woman was expressed, they both encouraged and supported my membership and involvement in the HBA and provided an individual professional coach. I could not ask for better mentors or role models.

CHERYL BEAL ANDERSON, PHARM.D., RAC. Eli Lilly & Co.

My mother, Mrs. Harlean Beal, was a

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★ **DR. ELIZABETH MACEO, SCIENTIFIC ADVANTAGE**

great leader in the education profession and very accomplished. She touched many by her work ethics, philosophy of excellence, example, and encouragement. She served others and for that was always elevated to positions of leadership. As a testament of her leadership, the community rallied to have an elementary school renamed in her honor upon her retirement. What an example she was to me as a young girl and throughout adulthood. My father, Mr. Gerald Beal, exuded leadership through athletics. As a football coach, he had genuine concern for all of his players as he taught them lessons in winning and leadership on and off the field. What is most remarkable, and speaks to his impact, is that these same teenage players, now successful men, remain in his life after 50 years. He taught me that leaders cultivate new leaders. I try to emulate his legacy of developing the next generation of leaders. Professionally, Dr. Larry Ereshefsky taught me how to think critically about scientific matters and apply the concepts to the management of patients. Mr. Byron Scott, an extraordinary leader in regulatory affairs, invested in my development and gave me stretch assignments to grow constantly. There are others, but I consider myself a collage of many supervisors, role models and mentors. Some have been from unexpected walks of life, such as my Sunday School teacher who encouraged me to speak in public, or the cafeteria worker who encouraged me to study hard while in college and never give up.



I've always believed in the model of 'building my own board of directors,' by identifying people who are incredibly effective in something and learning from them.

★ **ESTELLE VESTER-BLOKLAND, BRISTOL-MYERS SQUIBB**

AMY FRY. Boehringer Ingelheim Pharmaceuticals.

While there were definitely people in my career who were my champions and my toughest critics, I learned something from everyone along the way. We all need to have our eyes and minds open to people who can teach us something new. Mentors can appear in many forms besides the traditional senior manager most people envision. When we stop to look around and listen we can learn so much from so many in less traditional roles. In fact, they are usually the people who push us to be better.

ELIZABETH JEFFORDS. Genentech.

I've had many great managers, and a few not so good ones. The best managers for me were the people who would tell me straight up how I was doing and where I was going. Sometimes you need encouragement and sometimes you need a push in the right direction. A great manager knows how to do both.

AILEEN RIVERA. Elsevier.

Fortunately, I can say I have many role models to choose from; it's important to have a "sponge-like" mentality — there is so much to learn from everyone around you. In addition to my dad, who was my biggest inspiration as a leader, my account manager and friend, Andrew McGuire has been the best mentor/role model I could ever have dreamed of having. He is the true definition of a great leader. All that know him would agree. He has

inspired and directed me to see and to have vision that I too can be a great leader. He has acknowledged all of my attributes and has included me in his own vision of my success. I have the best job and work with the best team.

SANDY KULTGEN-GOMBAC. IMS Health.

The first role model who influenced my leadership skills is my dad. Although he may not be famous, he imparted the importance of doing my best, being strong in the face of adversity, playing to win, and always acting with integrity. He has lived as a model of these qualities my entire life, and with very few words, he has shown me the strength of character embodied in these qualities. Second, coaches and competitive sports have played an integral role in shaping who I am today. The spirit of camaraderie, the invigorating sense of competition, and the unnerving feeling of losing and the thrill of winning all taught me the importance of team, and consistently doing my best whether I "feel" like it or not. It is about being my best and helping others bring out their best to achieve together what none of us may have been able to achieve individually. Last, colleagues over the course of my career have served as inspiration. Through working with them, I have been able to garner golden nuggets of learnings and experiences. I have worked with and learned from individuals who have taken a stand for what they believed in, providing feedback to push one outside of their comfort zone, being open to failing and failing fast in trying new things as well as having unbridled passion for what they do. ★

★ A CAREER AS A JOURNEY

Our rising Stars identify the most satisfying leg of their career path thus far.



The most satisfying leg of my career thus far has been the opportunity to work in an environment that has a strong network of women, who all bring a variety of strengths to the table.

★ **SUSIE TAPPOUNI,**
SPECTRUM

CARMEL DAUGHTERY. BTA Pharmaceuticals.

The latest leg of my journey has been the most satisfying as it has allowed me to use the skills and experience I have built up over the past 20 years. As you grow in your career, you gain considerable confidence and abilities that enable you to strive for challenges outside of your normal purview. I am extremely fortunate to work for my current company, Biovail, which recognizes people's talents and encourages us to use these talents in broader situations and gives us the opportunity to continue to grow and evolve. When one sees the culmination of learning and experience coming together and having an impact, it is extremely satisfying and only encourages the passion to do bigger and better things.

BETHANY BECK.

Takeda Pharmaceuticals North America.

I look back on my career and I am always amazed at where I am standing. Each oppor-



I've had the opportunity to work in multiple functional areas and that has enabled me to approach business challenges and opportunities with a wider lens of possible solutions.

★ **LISA BLAIR DAVIS**
CENTOCOR ORTHO BIOTECH

tunity that I have embraced has taught me something new. Every job has given me a new skill, more knowledge, and a different experience. I open the door to my office every morning ready to see what the day brings. Being a lawyer in the pharmaceutical industry has meant that I have the gift of always being on the cutting-edge of legal issues. Every time I think I have heard everything, I answer the phone to find that I haven't.

MELISSA WATSON. FlashPoint Medica.

The most satisfying aspect of my career development to date has been mentoring people on my team and celebrating their successes. It's so satisfying to coach junior account team members and to watch them grow and develop. Seeing the pride that shines in an assistant account executive's eyes when she's completed her first "real project" and has a printed sample in hand is thrilling because I've been there and know what that feels like. And watching more seasoned team members nail a presentation that we've been working on together for weeks, just makes me want to jump up and hug them in the middle of the meeting — sometimes I'm better at containing myself than others. But truly coaching others is the ultimate high.

TERRI LEE. Merck & Co.

The most satisfying leg of the journey is the leg still to come. Every time I think that things have slowed down, another wonderful opportunity presents itself. Each new challenge brings another level of satisfaction and

excitement to my professional journey that I hope never stops.

LORIANN MURRAY. Cramer.

It is so hard to point to one leg of the journey because I reach out to all of my experiences daily. Whether it has been working with 20 horses on a horse farm or managing the creative on a product launch, each experience pushes me to find the best approach, be dedicated, and work with those around me. Work is so much about personality and the ability to work with others; all of the intelligence and talent in the world would not allow people to accomplish much without the support and efforts of others around them. Each leg of my journey has added to my ability to respect and acknowledge a variety of personalities and talent that add up to a finished project.

SUSIE TAPPOUNI. Spectrum.

The most satisfying leg of my career thus far has been the opportunity to work in an environment that has a strong network of women, who all bring a variety of strengths to the table. I'm part of a fast-paced environment that has taught me how important the team dynamic is while being one's best from a professional and personal standpoint. It's true that you need to love what you do, but working with amazing people makes success that much sweeter.

CHRISTINE FINAMORE. CDMiConnect.

The most satisfying leg of my journey thus far has been the creation and subsequent success of CDMiConnect. Starting a company

SHINING stars



As an advertising creative, the most satisfying part of my career is, and always has been, the opportunity to come up with ideas.

★ **SUSAN PERLBACHS**
DRAFTFCB HEALTHCARE

from the ground up has many challenges but it also has so many rewards. We have built a company that is respected by our clients, our competitors, and more importantly our employees. It is inspiring to work with a group of talented individuals who create fantastic programs that help patients fight and overcome their illnesses. I am very fortunate to wake up every day and go to a job I love; and it's a job that keeps me challenged. It allows me to continue not only my personal growth but to play a role in the growth and success of many of our employees. And that is the most rewarding thing of all.

CARYN PARLAVECCHIO.
Novartis Pharmaceuticals.

The most satisfying and challenging leg of



Leaving a multinational holding company environment to start a new agency has been the most satisfying experience I have had.

★ **JENNIFER MATTHEWS**
THE CEMENTBLOC

my journey has been when I was put into a big job that many were not convinced that I was ready for, and then proving that I was the right person for the job through hard work and strong performance. I have been very fortunate to have had amazing personal and professional champions.

SUSAN JOHNSON.
Publicis Selling Solutions.

I have been fortunate to have thoroughly enjoyed each leg of my career journey thus far. While many individuals have a tight script for their career path, I have taken the approach of identifying the people I wanted to work with and have engaged these talented industry leaders in helping me craft my journey. I believe you should love the work you do and respect the people you work with. I see my career as still having many paths ahead, but I cherish the fun ride so far. I am very thankful for each of the mentors who have helped me shape my path thus far and who will continue to help me along the way.

EUGENIA HENRY, PH.D.
inVentiv Clinical Solutions.

My journey thus far has been one with many twists and turns. I am an immigrant to this great country. I started as a student from

The latest leg of my journey has been the most satisfying as it has allowed me to use the skills and experience I have built up over the past 20 years.

★ **CARMEL DAUGHTERY**
BTA PHARMACEUTICALS



Taiwan, went to graduate school in the United States, and eventually earned my Ph.D. in biostatistics. After receiving my Ph.D., I worked in several large and small pharmaceutical companies. While at these companies, I learned as much as I could about the industry. My efforts were not solely focused on biostatistics. I learned the intricacies of data management and medicine. I started my own company, a clinical research organization, in 1997. The company started small but grew quickly. In 2004, it caught the attention of inVentiv Health, which acquired us in the same year. In inVentiv, I am the head of data management and biostatistics. The most enjoyable leg of my journey has been the challenge of building a company from scratch.

CHERYL LUBBERT. Abbott.

As women in healthcare, we're in the best profession possible. We are able to have a sincere impact on people's lives, their health, and their well-being. What could be a better mission in our career than making a difference in the lives of patients? In my roles past and certainly present, I've felt both the weight of that responsibility and the pride of making a difference. When we're able to develop new medicines that save lives, when we launch programs that can help people better access and afford their medications, when we educate people about how to be healthier and live longer — these are the moments in my career that stand out. These moments



The twist and turns of my career and the breadth of experiences in the different roles have been the most satisfying for me.

★ **VICKI CROW**
CEGEDIM DENDRITE AMERICAS

only get more and more satisfying each year in my career.

KENDRA FANARA GILLAM.
Tibotec Therapeutics.

It has often been stated that leadership is a journey, not a destination, and I firmly subscribe to that philosophy. I have been fortunate enough to spend time in numerous roles gaining different but equally important experiences along the way. Launching new brands to the market has been an invaluable experience. This is when true leadership skills start to arise separating you from others. During “launch mode” many things seem to happen: stresses emerge, tempers can flare, uncertainties may arise, and self-doubt seems to fester. It was during these times that, aside from the marketing education I received, I learned a ton about myself. Continually learning about myself and how I best interact with others, to ensure a successful outcome, has served me well throughout my journey.

JOANNA PENDZICK. Sudler & Hennessey.
The most satisfying part of my journey is



CMI has provided me opportunities to explore different roles and responsibilities.

★ **LEANNE DAVIS**
COMMUNICATIONS MEDIA

my current path. I have struck an acceptable balance between work and life, which is a very pleasant and rewarding place to be.

LEANNE DAVIS. Communications Media.

CMI has provided me opportunities to explore different roles and responsibilities; allowing me to work with and mentor people in a variety of functions. While both enjoyable and challenging it has expanded my leadership



It is very satisfying to work for an industry that has lifesaving and enhancing medications for patients to access today and plans in place to evaluate potential new treatments as options for use in the future.

★ **CANDACE STEELE, CEPHALON**

abilities in terms of supervising and interacting with different personalities.

MELODY BROWN. Millennium.

The most satisfying leg of my journey thus far is the position I am currently in. All of the experiences I have had to date have led me to this position. The skills and expertise I have gained with each and every position over the past two decades are there for me to draw upon when faced with everyday decisions. I am constantly reminded of my past experiences and although no two situations are ever exactly the same, those experiences have helped me gain the confidence I need to be an effective leader.

VICKI CROW. Cegedim Dendrite Americas.

The twist and turns of my career and the breadth of experiences in the different roles have been the most satisfying for me. I'm an individual who can get bored if the job becomes routine, so I have always changed roles or taken on more responsibilities every 18 to 24 months. I started out in the IT side of Eli

SHINING stars

Each leg of my journey has added to my ability to respect and acknowledge a variety of personalities and talent that add up to a finished project.

★ **LORIANN MURRAY CRAMER**



Lilly then decided I was much more interested in the business side of the organization and moved into sales operations and then into field management. I came back to the home office with the field experience and led our salesforce automation team. After 15 years with Eli Lilly, it was time to make a significant career change to enable me to continue my career growth. I joined Cegedim Dendrite as a senior engagement director. While here I have continued to expand my responsibilities and am now responsible for account management for all of our customers in the United States and chief customer officer for the Americas.

MARYBETH LYNCH. Campbell Alliance.

The nearly four years I've spent at Campbell Alliance thus far have definitely been the most satisfying leg of my career journey. Campbell Alliance's entrepreneurial culture is truly a meritocracy, and the company has offered me tremendous growth opportunities. This experience has given me the chance to work in a dynamic environment and on a breadth of clinical development projects across multiple organizations. Moreover, I work with a phenomenally talented team, and I have extremely supportive management who has confidence in my skills and continues to encourage me to tackle new endeavors. The sky truly is the limit for me here.

MARY ANDERSON. HLS.

Ten years ago I had the opportunity to join forces with several established healthcare communication professionals and start a new medical education company. This phase of my career allowed me to hone solid business and financial management skills which are critical in today's environment. This experience taught me not to fear the ebbs and flows of



The most satisfying part of my career is the fact that each leg of the journey has been so different.

★ **DR. MARY ALICE DWYER, ASTRAZENECA**

business but to tackle the issues with enthusiasm and clarity of purpose.

JENNIFER BROWNSTEIN.

Connexion Healthcare.

As an art director, I am constantly striving to create innovative design solutions for our clients. I feel a sense of true satisfaction when I can exceed our client's expectations with a sensational creative product.

SUSAN PERLBACHS. DraftFCB Healthcare.

As an advertising creative, the most satisfying part of my career is, and always has been, the opportunity to come up with ideas. Before the photo shoots, before voiceover recordings, before the retouching or focus groups, there's the smell of Sharpie pens and the crackle of tracing paper. This is the moment when the synapses connect, when idea particles come together, and pen hits paper. Take my art director, Taryn, a creative brief and me, add a closed space, and I've got all the makings of a great day at the office. It's a day filled with pure, unadulterated possibility. It makes me feel sorry for anyone who would ever have to describe their job as "the daily grind."

LISA BLAIR DAVIS. Centocor Ortho Biotech.

Taking on new assignments not only in different business models, but in different

locations and maturity of businesses has helped me navigate my career path. I've had the opportunity to work in multiple functional areas and subspecialties within a function, which has enabled me to approach business challenges and opportunities with a wider lens of possible solutions.

KELLY PIERSON. Roche.

The most satisfying part of my career development has been the many opportunities I've had to use my diverse background, experience, and interests to continue to foster both my personal and professional growth. One of my favorite quotes is from Ralph Waldo Emerson: "Do not go where the path may lead. Go instead where there is no path and leave a trail." It's always been most fulfilling to take on new challenges in uncharted waters.

MARY ALICE DWYER, PHARM.D.

AstraZeneca.

The most satisfying part of my career is the fact that each leg of the journey has been so different. It's impossible to choose just one leg of the journey; it's how they've all come together that makes my career satisfying. I've grown the most during times when I've been challenged the most. It's in these situations that I knew I had to reach for a solution that I hadn't discovered before. I have also found



The skills and expertise I have gained with each and every position over the past two decades are there for me to draw upon when faced with everyday decisions.

★ **MELODY BROWN**
MILLENNIUM

that when working with leaders who inspire me, I can find new ideas more easily and new doors are opened. When you find yourself in challenging situations and you are inspired to find new solutions, it creates those special “legs” of your career journey.

JENNIFER MATTHEWS. The CementBloc.

Leaving a multinational holding company environment to start a new agency has been the most satisfying experience I have had. It's enabled me to take the skills and knowledge gained over 15 years and apply them to fresh challenges: creating a business proposition, building a team, going to market, and succeeding. This has been an unbelievable time of professional and personal growth and accomplishment.

LYNDA PARKER. Eisai.

The most satisfying leg of my journey is what I was able to accomplish during the last few years, in a very strange way. Two years ago, I was diagnosed with breast cancer, and I made the choice to work through the chemotherapy treatments. This experience allowed me an opportunity to see a strength in myself I didn't know I had and to become a role model in a way I had never imagined. Going through



The most satisfying leg of my career journey was when I was asked to undertake a needs assessment for a new group, which turned into a leadership opportunity, which led to the development of a value-added team.

★ **ELIZABETH JEFFORDS, GENENTECH**

this process, undergoing the treatments, and working in such a visible role allowed me a unique opportunity to inspire others to challenge themselves, embrace change, and to see how important attitude is in how we approach our roles everyday. Building on this newfound strength, while at the time didn't seem so satisfying, has empowered me to do so much more.

RUTH THORPE. Sanofi-Aventis.

I have enjoyed all of the twists and turns my career has taken; from my start as an airman in the military to where I am today. It has not been one leg, but the entire journey that has been most satisfying, because I have gained the professional knowledge and experience necessary to contribute to the growth of other women in the industry.

LISA MARIE STURK, PH.D.

Shire Human Genetic Therapies.

A few months after defending my thesis, I joined Shire Human Genetic Therapies, a company that develops therapeutics for very rare diseases. Very few people, including myself at the time, are familiar with the diseases that comprise our portfolio, such as Fabry disease, Hunter syndrome, and Sanfilippo syndrome. After working at Shire for two years, I had the opportunity to meet a couple of patients in employee meetings or site visits. The most satisfying part of my career to date was meeting a young Hunter syndrome patient named Jack at a Shire-sponsored 5K race. I watched this 6-year-old boy wrestle on the ground with his younger brother and ride his bike around the race course. A few years ago, Jack was practically wheelchair bound by joint stiffness and skeletal pathology. This was an extremely satisfying experience and continues to inspire me every day.

ESTELLE VESTER-BLOKLAND.

Bristol-Myers Squibb.

About seven years ago, I was in the fortunate situation that I could make a move from living and working in Europe to living and

working in the United States. After two years here, I made the decision to move from the company where I was working to join my current company Bristol-Myers Squibb. I have not regretted that decision for a single moment. Being able to not only transition from one country culture to another, but also from one company culture to another, has enriched me tremendously in many ways. My learning curve has been accelerated by being exposed to different leaders with very different backgrounds, visions, and behaviors. I believe that due to this exposure to so much variability, I have been able to capture many learnings, both positive as well as less positive. I recently transitioned to a new role back in Europe, and it's fascinating to realize that my viewpoint has changed and is so much more open, curious, and less judgmental than before.

JANET POPPE. Johnson & Johnson.

A defining moment for me in my career was when I finally realized that I couldn't just wait for someone to give me a developmental assignment or opportunity. You have to identify an area where you have passion that also fits with a need, gap, or strategic goal for your company. Enroll others who have a vested interest and gain advice from a network of knowledgeable, trusted mentors. Create a proposal and gain approval to move forward.

JENNIFER GOLDBERG. Wyeth.

Five years ago, I fought my way into the healthcare industry and have been on a delightful ride since for two reasons. First, working in a space that I'm passionate about is fulfilling and motivating, and this makes work truly fun. At this point I can't imagine a career in anything but healthcare. Second, I was fortunate to land in a company that has given me multiple diverse job opportunities, enabling me to tinker and experiment with different roles while broadening my skills. Although some of these experiments have been more fruitful than others, I've learned that it's equally valuable to understand what you don't like to do as much as what you do

SHINING stars



It's always been most fulfilling to take on new challenges in uncharted waters.

★ **KELLY PIERSON, ROCHE**

enjoy doing. As such, my advice is not to be afraid to experiment and take risks in your career, even if it means moving laterally or taking a step back to gain a new experience. All are part of a very long journey full of learning.

ANNE MULLALLY. Stryker Medical.

My healthcare career began as an in-house attorney for Stryker, a worldwide medical technology company. After four years, I transitioned to one of our manufacturing divisions and took over the regulatory and quality function, a role that revolves around the importance of delivering patient and caregiver care. In the three years leading that function, I learned that the most important aspect of delivering quality healthcare is delivering a safe and effective product that makes the patient and caregiver's lives better. This can be done in a variety of ways, and this saves time and money, increases efficiencies, and creates product innovations that change the way a user views what a product can offer him or her. It was a great way to truly learn what is important in healthcare and what a service supplier can do for its customers. It was a job I never knew I wanted, but a job I learned more from than any other job I've held before or since.

CASSIE HOGENKAMP. Astellas Pharma US.

I had 15 years of service at a company that I thought I would ultimately retire from, and



I have learned that the most important aspect of delivering quality healthcare is delivering a safe and effective product that makes the patient and caregiver's lives better.

★ **ANNE MULLALLY**
STRYKER MEDICAL

then the company was acquired. While it felt like a door was closing hard, it was actually the opening of a new chapter that changed my life in many ways. Ultimately, the situation opened up new avenues for strengthening key leadership skills, such as managing through change, taking risks, networking, career planning. If the acquisition event had not taken place, I know I wouldn't be the leader I am today. It may sound silly to think of that leg of the journey as satisfying, but looking back nine years, I realize how important personal life lessons are and how important it is to blend those with your professional aspirations.

CHRISTINE ARMSTRONG. lomedica.

While I miss keeping my head buried in my work, which is how I spent the early part of my career — I was very productive and was able to spend so much time nurturing every project — I am very satisfied in my current position, which allows me to take on more of a visionary role. It's rewarding to be able to take years of experience and put this into play to solve a client's problem or offer relevant solutions.

CANDACE STEELE. Cephalon.

Before joining the pharmaceutical industry, I worked at various patient advocacy and service organizations. I had the privilege of creating and leading local, regional, and national campaigns that helped save or extend the lives of patients with various forms of cancer and primary immune deficiencies. It was incredibly rewarding. But, for as hard as we worked, we still lost patients who did not have therapeutic options available to treat their conditions. Years ago, I was given the oppor-

tunity to leverage my background working within the patient advocacy community and apply that perspective and experience to the private sector. Joining the pharmaceutical industry was a great career move for me. It is very satisfying to work for an industry that has lifesaving and enhancing medications for patients to access today and plans in place to evaluate potential new treatments as options for use in the future.

ERIN HUDSON. Solvay Pharmaceuticals.

The most satisfying part of my career has been when I supported the commercial business as an HR generalist. I think it is easy at times to get caught up in the world of human resources. I believe for us to do our job well we must understand the business and in an industry like the pharmaceutical industry, we can never believe we know everything that is happening because it is changing everyday. Therefore, a critical component of an HR partner is to always stay in touch with what is happening in the business and incorporate your role by seeing the impacts and opportunities your position has on the business. No two days are ever the same and I got to see just what wonderful things our company does to help improve peoples lives.

KATIE HOLM. Actelion Pharmaceuticals.

In hindsight, the most satisfying part of my career development was the first couple of years I managed people. It took me some time to develop my management style and to figure out for myself what kind of leader I wanted to be. I would never have believed then that I would say this now, but when I look back at that time and at the team I worked so hard to grow and develop, it was



Most satisfying is my current role in creating, with several other strong female leaders at Bayer, a Women's Leadership Initiative (WLI).

★ **MICHAELA GRIGGS**
BAYER DIABETES CARE

and what is intrinsically “me” to the job, I've had a very successful and enjoyable transition to a role that has stretched me. It has also generated conversation with my colleagues about how our different perspectives and backgrounds can make us stronger as a team.

AMY FRY.

Boehringer Ingelheim Pharmaceuticals.

I am truly enjoying my role at Boehringer Ingelheim (BI). It is the most satisfying, as it allows me to use the sum of all that I have learned so far and apply the lessons I have learned while I continue to learn more. BI has also continuously expanded my role to keep me challenged and ensure I continue to develop and deliver something better to the company and my team.

ELIZABETH JEFFORDS. Genentech.

The most satisfying leg of my career journey was when I was asked to undertake a needs

assessment for a new group. The needs assessment turned into a leadership opportunity, which led to the development of a value-added team. It was satisfying to see a need and create something to fill it; similar to what we do in drug development.

MICHAELA GRIGGS. Bayer Diabetes Care.

I've experienced a number of highly satisfying moments, as I have been fortunate enough to have had a wide variety of opportunities over a 19-year career with Bayer HealthCare. On the marketing side, I am proud of, and enjoyed, the challenge and success found in setting a new, cross-divisional strategic direction for CardioAspirin, and driving multifunctional plans that led to unprecedented profitable growth. I also look back with satisfaction on the revitalization of our nutritional brands portfolio, where we doubled the size of the business and executed one of the most successful new product launch in our division's history. Most satisfying, though, is actually my current role in creating, with several other strong female leaders at Bayer, a Women's Leadership Initiative (WLI); it is designed to create an environment that fosters the advancement of women into senior leadership positions. ★

the most challenging and rewarding experience of my career to date.

LAUREL LUCREZIA. InfoMedics.

What has been most satisfying is the moment when I decided to start asking for opportunities rather than letting them come to me. I requested a move to a different position with a completely new set of risks and responsibilities and received a very positive response from my manager. What has also been very rewarding is that by bringing a new approach

★ TOOLS OF THE TRADE

Our Rising Stars reveal their secrets to success and detail the leadership tools and techniques they recommend to others.

CARMEL DAUGHTERY. BTA Pharmaceuticals.

I would advise people in any arena, not just healthcare, to be true to themselves and be ethical in their thoughts and actions: be prepared to learn from everyone around you, absorb the knowledge, and then use it wisely. Be prepared to get it wrong and learn from your mistakes, as these are the experiences that will stay with you and help you make better decisions in the future. Treat people as you would like to be treated, people are your best asset and you must be prepared to work at relationships. Be collaborative and engaging. Know your limits but be prepared to stretch yourself. Do not become disheartened, look for the positive and be passionate about what you do. Never underestimate yourself, sometimes it may take longer to progress than you anticipate however, if you are prepared to go the extra mile, you will achieve your goals.

JILL BALDERSON. HealthEd Group.

A leader must develop the ability to articulate vision for the organization. In developing vision, the leader must find the direction the organization or department must go, why, and which metrics will determine whether the vision has been realized.

BETHANY BECK. Takeda Pharmaceuticals North America.

Leaders need to learn something new every day, have a curious mind, and be open to new

Surround yourself with people who are smarter than you; it helps you elevate your game.

★ **DR. CHERYL BEAL ANDERSON,**
RAC, ELI LILLY



SHINING stars



Invest time in championing the accomplishments and talents of your team, including yourself, to establish your reputation as a leader.

★ **MARYBETH LYNCH, CAMPBELL ALLIANCE**

opportunities. Don't be so focused on the path ahead that you miss those alternate paths off to the sides; they are frequently the most interesting ones.

MELISSA WATSON. FlashPoint Medica.

Everyone has his or her own leadership style, so my only advice is to be true to yours. Some leaders naturally have a more authoritative style, while for others it's more about fostering a collaborative process. Regardless, figure out what works for you and practice being a leader in some small way every day.

LORIANN MURRAY. Cramer.

I believe there is so much to be learned from others and much of that is captured in books and white papers. It is very difficult to stop and step outside of what needs to be accomplished in a day, but if a person could put time and effort toward learning what other leaders and industries have to offer, they will be sought after, and that is truly the mark of a successful leader.

MICHELE CAMPBELL. Endo Pharmaceuticals.

It's important to ask questions, be direct, and display courage in exploring new initia-

tives to drive necessary change as well as invest the time and effort to build strategic partnerships and learn the business. I am currently working with a terrific business partner and member of our executive team who never seems to tire of my endless questions about everything from the complexities of generics medicine to advice in developing effective executive presentations. Great business partners understand that the best contributions are made by cross functional team members that thoroughly understand and are aligned with the business priorities. Get comfortable receiving constructive feedback. Colleagues who take the time to provide quality feedback are offering you a great opportunity to grow and develop as a leader. Take time to be a mentor. I learn more every day about leadership by coaching and mentoring future leaders. Finally, stay positive and surround yourself with optimistic trusted colleagues who want to take the leadership journey with you. And, most of all have fun and enjoy the ride.

CHERYL LUBBERT. Abbott.

By giving great people clear direction around a seemingly impossible challenge with high stakes, I have found that more often than not they will deliver. The urgency and serious



Leaders need to have confidence, trust their intuition, and believe in themselves.

★ **DR. SHANTHA DESHPANDE**
NOVO NORDISK

challenge paired with inspiration and guidance can make for a really satisfying day's work for talented teams. Be positive that no matter what the barriers, there's a way through. Inspire breakthrough innovation through collaboration. Don't let the team settle for average. These tools and techniques will motivate great people to deliver great business results.

JOANNA PENDZICK. Sudler & Hennessey.

Having been part of a couple of high-profile launches and burning my fair share of the midnight oil, I came to a realization that running as fast as you can may produce a ton of work, but it does not create an environment for smart decision making. Try and give time for ideas to grow into stable initiatives. Also, understand that chemistry within a group of people is critical. Understanding that everyone works differently and acknowledging those differences will help the group to function efficiently and harmoniously. A sense of humor and a healthy perspective on situations can make all the difference.

LAUREN BERKOFF. Euro RSCG Life.

In a leadership role, it is always important to develop a strong partnership with your



The greatest leadership tools are the skills of self-examination and the ability to take action on the results of honest introspection.

★ **MARY ANDERSON, HLS**

peers. This definitely helps to deliver the best quality work at the end of the day. The team that I work with is all about open communication, flexibility, and respect. We have great internal chemistry that has helped to forge strong client relationships. If you truly enjoy working with your team members, it can make any task achievable.

VICKI CROW. Cegedim Dendrite Americas

Situational leadership techniques have always been something I have found to be very useful. Also stay current with the trends in your industry so you can guide your team through the changes and build a strong team and trust them to do their jobs.

MARYBETH LYNCH. Campbell Alliance.

The healthcare industry is certainly challenging. High-quality results don't come easy

and outcomes will not always be in your favor. But maintaining flexibility and not taking setbacks or criticism personally will aid you in your career journey. Recognize the learning opportunity in every experience, and use those experiences to help propel you in your career and prepare you to become a high-impact leader in the long term. Remember that you need to be your biggest fan. Learning to be an advocate for yourself and the team or organization in which you are responsible is critical to success. Invest time in championing the accomplishments and talents of your team, including yourself, to establish your reputation as a supportive leader.

STACEY LEAÑOS. Bay City Capital.

I recommend the use of an executive leadership coach. My firm has supported the use of a coach in our professional development, and I



It's important to have faith in those around you and reserve judgment.

★ **CHRISTINE ARMSTRONG**
IOMEDIA

have found it extremely beneficial. Having another person to help me think outside my box, push me out of my comfort zone, and then hold me accountable to take the steps I've outlined for myself has helped me to move from a supportive role into a more professionally independent one in a shorter amount of time than I could have done on my own.

MARY ANDERSON. HLS.

The greatest leadership tool is the skill of self-examination and the ability to take action on the results of honest introspection. The ability to identify personal and professional areas for development leads to career progress and new achievements. Individuals who are able to successfully channel the results of self-examination to improved performance will attract the attention of other successful leaders. They will be adopted as mentees and partners because mentors enjoy working with individuals who show capacity for continual self improvement.

JENNIFER BROWNSTEIN.
Connexion Healthcare.

Clear communication is a key tool for suc-

SHINING stars



The most important competency to be recognized in a leader by those who will be led is trust.

★ **JILL BALDERSON**
HEALTHED GROUP

Successful business relationships. As a leader, you must have the ability to work hard and get real results; however, no one can operate efficiently in a vacuum. To convey your vision and collaborate with your colleagues, you must use clear and effective communication.

KELLY PIERSON, Roche.

There's not a specific tool or technique that I would recommend but I am a huge proponent of self-evaluation and assessment. I think it's important to know your own strengths and weaknesses and to develop methods to harness those strengths and overcome any gaps in your knowledge base, experience, or skills.

MARY ALICE DWYER, PHARM.D.
AstraZeneca.

One of the most important leadership tools is to have a positive outlook. Looking at a business or a personal challenge from the perspective of a glass half full helps me to see the possibilities and create solutions. A positive outlook helps me get through situations that can seem overwhelming. This has been espe-



cially true during times of tremendous change. In my experience, when it's unclear what waits on the other side of a change. The ability to keep things in a positive light leads to a more favorable outcome.

LISA TAMBORELLO, Vox Medica.

I think it is vital to lead by example. I have embraced and now champion our company values — accountability, communications, trust-in-teamwork, integrity, open-mindedness, and nurture with respect — in all that I do. Living these values each day sets the expectation that no matter who you are, your actions speak louder than words. As director of human resources, I not only use these values for myself, but it helps me screen potential talent. Additionally, I suggest putting into place a recognition program to acknowledge and reward those who practice exemplary behaviors. This has further strengthened our brand and encouraged a positive culture that I am proud to be a part of and to continue to cultivate as we grow.

ANNE MULLALLY, Stryker.

Surround yourself with individuals who think differently from you and have different

Don't shy away from challenges because you are scared of failing; believe in yourself.

★ **JOANNA BREITSTEIN**
PHARMACEUTICAL EXECUTIVE

Leaders need to learn something new every day, have a curious mind, and be open to new opportunities.

★ **BETHANY BECK**
TAKEDA PHARMACEUTICALS
NORTH AMERICA

strengths or talents. I am a firm believer that the team with the most diverse background and thoughts will come together with the best answers, the most creative way to do business, and feel the most comfortable challenging the status quo. Next, as a leader, your organization wants you to set a clear vision, empower your team to get things done, and entrust the team with the authority to make decisions. The employees closest to the action are the ones best equipped to make things happen, so let them do their jobs, and get out of their way. Most importantly, talent will win — you need the best employees at all levels of the organization. Talent beats experience every day, so don't let an impressive resume with a mediocre interview trump an exceptional candidate with limited experience. Whatever you do, do not compromise on talent, you will regret it, sooner or later.





An effective leader does not need to be all things to all people; she just needs to know own own strengths and weaknesses.

★ **DR. RENÉ RUSSO, CUBIST PHARMACEUTICALS**

CHRISTINE ARMSTRONG. Iomedia.

It's important to have faith in those around you and reserve judgment. This is a broad statement but I've learned lessons when I've underestimated those around me, and I have seen others underestimate me and my team, to no benefit for either side. The best relationships are those with mutual appreciation for one another, even if there are differences and challenges to be resolved.

KATIE HOLM. Actelion Pharmaceuticals US.

Make developing your direct reports a high priority. The more you are able to develop people in your team to take on increasing levels of responsibility, the more opportunities you will have to do the same. Your people will benefit greatly, but so will the organization from their enhanced contributions. Empowerment is crucial to the success of any high-performing team. Learn quickly how to effectively delegate, and give your direct reports a fair amount of autonomy. Diversity within your team is critical be sure to hire a diverse group of people with different skills and personalities. The more diverse the team, the more the team will be able to flex to the changing demands of the healthcare industry. Do not feel threatened by highly talented individuals reporting to you. Encourage your employees to be the best and highlight their successes; the better they perform, the better the whole team functions under your leadership.

RENÉ RUSSO, PHARM.D.
Cubist Pharmaceuticals.

One of my mentors gave me some very solid advice that I try to apply every day. It is quite simple: be yourself and stay true to who you are. Sometimes as we strive to develop as leaders we feel the pressure to emulate what we believe are leader-like qualities, but the most effective leaders know better than to try to be someone they are not. Surround yourself with people who have strengths, experiences, and expertise different from your own, listen to what they have to say, and encourage them. Effective leaders do not need to be all things to all people, they just need to know their own strengths and weaknesses, build a diverse team, and then leverage the collective talent.

ALAYNE GREEN. Scientific Voice.

Seek interaction and understanding with others before acting on what you believe is the "story" of a situation. Often the internal "story" you create based on the information on hand is missing key pieces. So, gather all the



Seek interaction and understanding with others before acting on what you believe is the "story" of a situation.

★ **ALAYNE GREEN, SCIENTIFIC VOICE**

facts before reacting or taking action. Be comfortable with not knowing everything; being a leader is not having every answer; it's knowing how to generate good answers/options from a team while choosing the final successful options from facts, team input, and your personal gut.

CHERYL BEAL ANDERSON, PHARM.D., RAC. Eli Lilly.

Surround yourself with people who are smart like you. Then, when you are serious about becoming a better leader, surround yourself with people smarter than you because it helps elevate your game. Actively seek out different opinions and perspectives. Take on challenging assignments when they come. Lastly, volunteer to lead in organizations, such as the HBA.

SHANTHA DESHPANDE, M.D., MRCP.
Novo Nordisk.

Leaders need to have confidence, trust their intuition, and believe in themselves. Be proac-

SHINING stars



I recommend the use of an executive leadership coach.

★ **STACEY LEÑOS**
BAY CITY CAPITAL

tive and choose to actively learn from all of those around them. Continually develop your skills, and seek feedback from others, this will allow you to aspire to be the best you can be. Know your limitations and don't be afraid to ask for guidance when needed. And always be true to yourself.

ELIZABETH JEFFORDS. Genentech.

Sometimes the basics are the best. My favorite leadership tool is the Golden Rule: do unto others as you would have done to yourself. This includes having the courage to tell someone when they're headed down the wrong path and to help them find the right one. It also entails understanding the nuances in every situation. Thinking through others' perspectives often allows you to come up with a better answer for everyone, rather than rushing to conclusions. The Golden Rule also reminds me to assume good intent. If I am trying to do the best thing, you can bet that others are as well. There aren't many "evil" business colleagues, but it's easy to head down a path

Leaders possess the ability to harness and unleash potential in the people and situations that surround them.

★ **DANIELLE BEDARD**
PALIO



Empowerment is crucial to the success of any high-performing team.

★ **KATIE HOLM**
ACTELION
PHARMACEUTICALS US

assuming bad intent. Using the Golden Rule helps me do the right thing, and to adapt the right thing for each situation and each person.

AILEEN RIVERA. Elsevier.

Listen carefully and most important, listen to yourself; your vision is there. We are all leaders; by staying focused on your vision, having integrity, and being creative as well as being fair, others will follow. A leader cannot be single minded. You need to direct your actions with your team and reach the goal together. Leading requires more than one person, so inspire.

JOANNA BREITSTEIN.
Pharmaceutical Executive.

Of course you can always know more,

try harder, go further — but don't shy away from challenges because you are scared of failing; believe in yourself. You can do it. And of course, when all else fails, take this advice: fake it until you make it, and most of the time, no one will know the difference.

MICHAELA GRIGGS. Bayer Diabetes Care.

I strongly believe in putting the business I am working on first, and ensuring the success of that business through the development and motivation of my team. I have found that my personal success emanates from a "business first, self second" mindset. Do well for the business, and your own success will follow. I've seen this to be true over and over in my career.★



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