

Meet the 105 Healthcare Businesswomen's Association's Rising Stars...

HBA's 2012 RISING STARS

THESE HIGH-POTENTIAL WOMEN, WHO REPRESENT ALL FACETS AND DISCIPLINES OF THE LIFE-SCIENCES INDUSTRY, 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 2012 HBA Rising Stars define what makes a great leader and outline the qualities they believe are most important for good leadership.

(Please see the digital edition at pharmavoice.com to read more insights from the HBA's Class of 2012 Rising Stars.)

MONICA HEUER. CFAR.

Growing up in Germany, I learned at an early age how to navigate cultural differences in a wide variety of circumstances. I have become increasingly aware of the need for leaders to be sensitive to the differences in people's interests and aspirations, and integrate them into the overall vision of an organization. To be a successful leader in today's healthcare environment requires a good ear for differences, and the ability to work with this cultural condition compassionately, creatively, and inspiringly.

PRIYA SINGHAL. Vertex Pharmaceuticals.

Great leaders are visionaries who listen, observe, and empathize. Taking the right action at the right time is their trademark. Having the courage to tread where others do not empowers their teams to follow. Failure does not figure in their vocabulary so they seamlessly transform given circumstances to brighter new realities.

ANGELA BAGLEY. Shire.

Being a great leader requires more than business acumen and the ability to think strategically. Great leaders also know how to motivate others to deliver results and value. They know when to take action and when to support their team members. To me, the most

important leadership traits are accountability for achieving business results and integrity to do the right things.

DENISE SENA. Merck.

Being a leader requires energy, drive, diplomacy — and by this I mean respect, empathy, and understanding of others — self-motivation, and boldness to bring out the best in people and bring out their strengths, to push them out of their comfort zones, and enable them to be the best they can be. This is accomplished by getting to know the people on your team, understanding and respecting their individuality, and providing them with opportunities to excel in environments where they believe they can.

Leaders need to be sensitive to the differences in people's interests and aspirations, and integrate them into the overall vision of an organization.

★ **MONICA HEUER**
CFAR

COLLEEN KATZMAN. JUICE Pharma Worldwide.

A great leader needs courage to define and shape the vision that will inspire the best



work from her team; courage to be tenacious and to forge through the naysayers and cut through complacency; courage to champion change in a rapidly evolving industry; and courage to have fun because laughter never gets in the way of a job well done.

NANCY KONNERTH. Forest Laboratories. Active listening, being solutions-orientated, and having the ability to balance the people needs and the goals that have been set for an organization are traits that for me make a great leader. The quality that I believe is the most important in a leader begins with having managerial courage. It is an important element in



A great leader needs courage to define and shape the vision that will inspire the best work from her team.

★ **COLLEEN KATZMAN**
JUICE PHARMA WORLDWIDE



The 2012 HBA Rising Stars



MELISSA AYERS
HR Manager, Janssen Biotech,
Johnson & Johnson

Melissa has achieved significant results in her short time with J&J and brought a high level of passion and commitment to all she accomplishes. Melissa is truly a Rising Star for Janssen.



ANGELA BAGLEY
Product Strategy Director
Shire Pharmaceuticals

Angela's technical strengths, leadership, communication skills, and emotional intelligence have enabled her to successfully achieve multiple accomplishments.



CHRISTY BARLOW
Associate Director, Managed Markets
Watson Pharmaceuticals Inc.

Christy is a distinguished leader and plays a critical role in Watson's ability to bring our distinctive brand pharmaceuticals to the highly complex managed care markets.



ALEXA BEAVERS
Associate Director, Value Chain
Boehringer Ingelheim USA Corp.

Alexa was the leader of the organizational effectiveness and transition teams during a site project that transformed the way Boehringer Ingelheim's business operates.



PAT BECKER
Regional Sales Manager
PDI Inc.

An infectious leader and motivator, Pat is constantly searching for innovative ways to motivate her team to excel.



JEANNE BLANCHARD
Executive VP, Director Client Services, Account Management
Ogilvy CommonHealth Medical Marketing,
part of Ogilvy CommonHealth Worldwide

Jeanne possesses a unique blend of talents and skills that make her a rare find in this industry.



TAYLA BLOUNT
VP, Account Group Supervisor
Havas Worldwide Health

Tayla is a role model at the agency and a shining example of the kind of professional our clients and industry deserve.



SHARON BRACKEN
Divisional VP, Operations,
Abbott Diagnostics
Abbott Laboratories

Sharon generously gives time to mentoring and supports college recruiting initiatives to build Abbott's talent pipeline.



JENNIFER BRUNNER
Director, Consumer Health
Cardinal Health

Jennifer is dedicated to promoting and developing the talents of other women through her engagement with several healthcare organizations, such as our Women Initiative Network.



TIA BUSH
Executive Director, Quality
Amgen Inc.

Tia has had a direct impact on the well-being of millions of patients using Amgen's medicine, and has made Amgen's mission of serving patients her very own.



TICIA CAWLEY
Senior Specialty Pharmacy Consultant
PSKW

Ticia is a trusted advisor and thought leader, and she has an authentic personal style that inspires others.



LILY CHEUNG
Director, Human Resources
Actelion Pharmaceuticals US Inc.

Lily is a strategic business partner and is known for her collaborative approach and innovative ideas. Her impact has reached not only across Actelion US, but spans the global organization.

The 2012 HBA Rising Stars



ASHLEIGH CHUNG

Director
Vynamic

An authentic and results-oriented leader, Ashleigh has an amazing ability to form strong relationships while driving performance.



JODY COHN

VP, Management Supervisor
LLNS

Jody's commitment, passion, and intelligence make her the center around which so much revolves, from projects and ideas to clients and colleagues.



LISA COONEY

VP, Process Engineering
IMS Health U.S.

Lisa is an excellent role model for working effectively across organizational silos, and her ability to deliver measureable results led to her recent role expansion and promotion.



HEATHER COYLE

Managing Partner, Director of Client Services
CDM Princeton

Heather's voracious appetite for innovation, paired with her inspiring leadership and naturally inclusive management style, make her the consummate 360-degree agency partner.



BRIDGETT CRAIG

Director, Oracle Consulting Practice,
North America
Business & Decision

Bridgett's focus and sense of personal accountability combined with her positive attitude make her a valuable asset to all.



KATIE DAHLER

Managing Director
KPMG

Since joining KPMG in 2009, Katie has shown exceptionally strong leadership, industry knowledge, and a client focus that truly embodies the company's core values.



EMILY DENNEY

Senior Director, Alliances Development
Stakeholder Relations
AstraZeneca Pharmaceuticals LP

Whether as team leader, team member, or individual contributor, Emily has delivered exceptional business results while maintaining her commitment to work-life balance.



COLLEEN DESIMONE

Senior Director, Finance and Controller
Millennium: The Takeda Oncology Company

Colleen is a trusted advisor and leader within Millennium and across the broader Takeda family. She is not only a Rising Star but also a key contributor toward our bold aspiration to cure cancer.



SUSAN DORFMAN

Chief Marketing and Innovation Officer
Communications Media Inc.

Susan is an incredible team player always willing to help train and contribute knowledge, which has become essential to our growth and success.



MARIANNE EISENMANN

Determinus, part of Chandler Chicco
Companies

Clients and colleagues are awed by Marianne's insights. She is a highly valued team member and an industry thought leader.



RACHAEL ENGLAND

Manager
CryerHealth LLC

Rachael has already made an impact in healthcare on four continents. She brings intellect, energy, and insights on topics as varied as microenterprise finance and global medical tourism to our team.



BETH EVANS

Associate Director, Supply Chain
Purdue Pharma LP

Beth is recognized as an inspiring leader and has proven repeatedly that she can handle significant assignments outside her specific areas.

defining leadership. Having the ability to provide feedback inspires accountability and fosters teamwork. A great leader also sets realistic expectations up front, providing appropriate feedback early and often, and uses those circumstances that do not meet the desired outcome as teachable moments.

LISA GALLO. Rosetta.

Great leadership starts with the willingness to listen. Every day, situations arise that require a great leader to first listen, then assess, and through experience, resolve. All types of experiences — personally and professionally — provide leaders with the road map to lead an individual or team to success. A great leader must recognize that the learning process never stops. A great leader will never know everything and must be comfortable and confident in oneself to welcome new ideas from all levels within the organization.

JODY COHN. LLNS.

A great leader has the ability to envision success and the passion to make others join the quest to achieve it. A great leader makes the journey to success as rewarding as the achievement itself. Through camaraderie, collaboration, encouragement, a balance of patience and insistence, and self-awareness for humility, a great leader sets examples that inspire your best efforts and teach you at the same time.

LISA LOGAN. The Planning Shop International.

To me, great leaders have a clear vision of what they want to achieve and then are able to express it to others in a way that motivates action. This doesn't mean just dictating; it means listening to the thoughts of others, being flexible and willing to modify the original idea, but keeping the end goal in mind and achieving the intended outcome.

LAUREN MILLER. GSW Worldwide.

The uniqueness of a true leader makes the priority set of leadership qualities hard to define. I've had the distinct pleasure of working alongside women widely considered leaders in healthcare, and will argue that it's the delicate and often challenging balance of all possible qualities that makes them so. Endeavoring the aspirational while minding the practical; exhibiting decisiveness while remaining flexible to change and open to innovation; heeding the call of any situation and all its players to act the spirit leader, the critical eye, the guiding hand or even the comic relief all are wrapped up in a firm grasp on what success looks like and makes for a leader of the highest order.

TIA BUSH. Amgen.

There are several traits that I believe make for



Great leadership starts with the willingness to listen.

★ **LISA GALLO
ROSETTA**

great leadership. Honesty and integrity are key. Always doing the right thing can never be wrong; it may be difficult, but it will never be wrong. People will always follow leaders who they can trust. A leader must have self-awareness and understand her strengths and development areas in order to build and lead a high-performing team. I truly believe that diversity in communication styles and work approaches creates a competitive advantage in any organization. A collection of individuals with different styles, experiences, and backgrounds will form a team that is more effective in its thinking and decision-making. However, this takes a confident leader who is comfortable with who she is as a leader, is willing to listen to others, and is able to deal with the creative tension that happens with diverse teams. A true leader will never lose sight of what needs to be done for the greater good of the organization and will never get caught up in being the hero in her own mind. Leaders have to be courageous and be willing to raise the tough issues and concerns so that the best decisions can be made for the staff members, the team, the company, and patients. Without courage to challenge the status quo or to spark a change initiative, it is difficult for any organization to remain competitive and to cre-

ate the results that are needed to sustain long-term success. Leaders must have focus and be clear on the mission of the team and establish unambiguous expectations for their team members. If a leader does not know where she is going, how do others know if they should follow. Leaders must provide the discipline and focus to take ideas and put them into action. The most effective leaders whom I have worked for have shown a genuine concern for the people in the organization and the patients whom we serve. The best leaders demonstrate this trait through the words they select and actions they take on a daily basis, especially outside of the workplace.

RACHAEL PERSON ROBERTSON. PwC. Traits that make a great leader include agility, creativity, integrity, and respect for others. These traits foster an open environment where people feel free to contribute and innovate.

AIMEE PAGANO. Publicis Healthcare Communications Group. To me, leadership is not necessarily about being the best, but about helping others to become the best. A great leader exhibits passion and emotional intelligence. She also has the ability to reach others and to inspire them through action, stories, humor, perspective, and reflection. A great leader does not have all of the answers or ideas or pretend to have all of the answers or ideas, but pushes others to help them get the answers or ideas. They continuously learn from themselves and others. When I think about the way I feel after listening to one of the leaders I respect most speak, I've laughed a lot, learned something, and feel inspired to do what I do better and maybe even differently.

ERIN ROSSI. Palio. Strength, endless curiosity, patience, and a belief in others are the qualities that I believe make for great leaders. Leaders are naturally curious people who are in search of the next best idea without losing sight of the end goal or letting ego get in the way. Leaders are respected for bringing their personal opinions to the table, whether popular or not, but done for the greater good of the group. Great leaders are encouraging and find the time in their busy days to cultivate and advance others they see potential in.

SHANTHI GANESHAN, PH.D. Novartis Pharmaceuticals. Great leaders are visionary, trustworthy, passionate, goal-oriented, and team players. They also have the ability to listen, observe, learn, and communicate effectively. Great leaders build diverse and skilled teams, clearly define and articulate a vision, and live the vision by example. They continuously drive performance



I've had the distinct pleasure of working alongside women widely considered leaders in healthcare and will argue that it's the delicate and often challenging balance of all possible qualities that makes them so.

★ **LAUREN MILLER
GSW WORLDWIDE**

by challenging, motivating, and inspiring their teams with mutual respect and integrity, resulting in an environment that encourages individual growth and transparency. Leaders build trust with their peers through collaboration, help and coach their teams to be successful, and enable their management to operate more strategically. They are authentic, leading with their hearts and heads, but they also have the ability to analyze situations from a variety of perspectives to arrive at optimal decisions.

KIMBERLY PLATTEN. Cegedim Relationship Management. Great leaders have vision, the passion to pursue their vision, and the ability to effectively communicate their vision. A leader handles situations with integrity and is a thoughtful but timely decision-maker. Most importantly, leaders are true to themselves and are open to continuous improvement and change. Leaders share themselves with others and use their best traits to build relationships and motivate others. A leader recognizes that it is important to anticipate and adapt to change to ensure effective leadership in the future.

MARY PUNCOCHAR. Bayer HealthCare. My experience has shown that great leaders effectively and consistently deliver results, invest significantly in people development and communicate a compelling and inspired vision. I consider Bayer HealthCare's LIFE values of leadership, integrity, flexibility, and efficiency to be vital components in the making of a remarkable leader.

The 2012 HBA Rising Stars



VALERIA FANTIN
VP, Tumor Cell Biology, Oncology
Research Unit
Pfizer

Valeria has rapidly earned the respect of both Pfizer's leaders and her scientific team as she builds a culture of scientific excellence, driven by a passion for developing the next generation of highly impactful cancer therapeutics.



SUELLEN FARRELL
Editorial Director
Health and Wellness Partners

SuEllen has applied her talents to building and developing a strong editorial team at HWP. She leads by example in all aspects of her work.



KIM FEENY
Research Associate
Motivation Mechanics LLC

Kim is involved with research projects from start to finish — designing, implementing, and analyzing research to achieve client objectives.



ANNA FRABLE
VP, Communications and Advocacy
Novartis Pharmaceuticals Corp.

Anna's commitment to talent is evidenced by her staff's movement into marketing, global, and OTC.



LISA GALLO
Associate Partner, Project Management
Rosetta

Lisa is a leader, a mentor, an advocate, and a consummate team player. She is the heart and soul of our group.



SHANTHI GANESHAN, PH.D.
Global Head, Early Development Programs,
Drug Regulatory Affairs, Oncology Global
Development
Novartis Pharmaceuticals Corp.

Shanthi demonstrates exceptional judgment and creates opportunities for networking, mentoring, and leadership development for all her direct reports and employees within the organization.



KAVYA GOPAL
Director, Strategic Planning
Sandoz Inc.

Kavya exemplifies the organization's values and behaviors, especially her ability to work cross-functionally and to build trust-based relationships.



NATALIE GREER
Creative Director, Copy
GA Communication Group

Natalie exemplifies what women in our industry stand for. A keen curiosity, intelligence, and a desire to participate in a field that can make a difference in the care and quality of life of the patients that we all serve.



SARAH GUNHOUSE
Hospital Executive Director, Central Region
Quest Diagnostics

Sarah focuses her team on achieving their goals, while developing individual talent and personal growth.



SARAH HALL
Senior VP, Group Account Director
Saatchi & Saatchi Wellness

Sarah brings energy, intelligence and insight to every project she touches and in turn, has won the confidence of clients and colleagues.



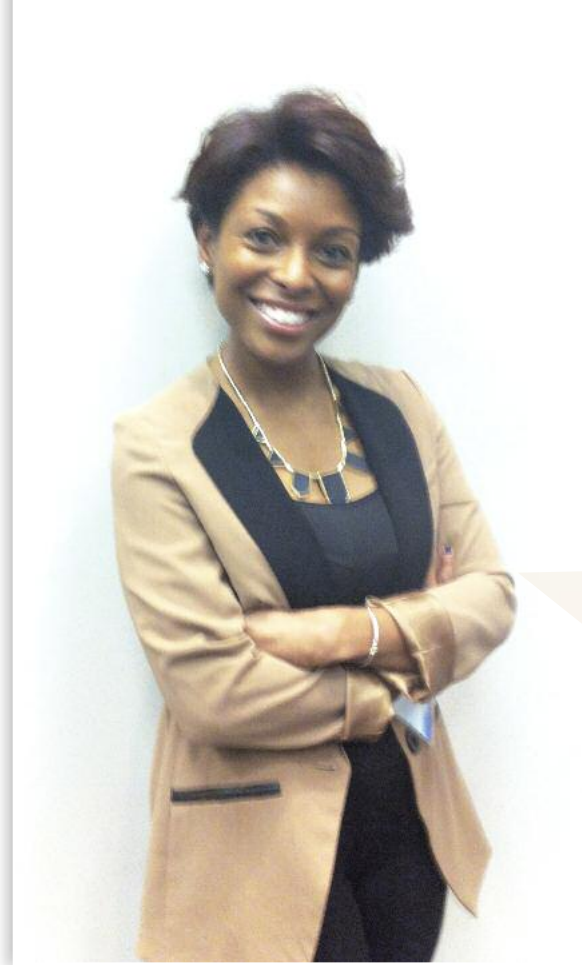
MONICA HEUER
Senior Manager
CFAR Inc.

Monica brings warmth, optimism, and analytic rigor to clients across the healthcare ecology, as well as an exceptional ability to connect with everyone in an organization, from the most senior executives to employees on the front lines.



SUSAN HUNDLEY
Project Leader
Quintiles

Susan has quickly become a Rising Star within Quintiles, contributing immensely to the company's standing as the leading provider of market access and market entry solutions.



Trust should be the foundation of every leader, then the other traits are built on that.

★ **LATESHA WILLIAMS**
DRAFTFCB

LATESHA WILLIAMS. DraftFCB.

I believe the traits of a great leader can be summed up in the following words: trust, forward-thinking, visionary, fair-minded, courageous, and inspiring. For one to have a good balance of all of these traits and demonstrate them consistently is an indication of a true leader. Those who are being led need to feel that their leader has integrity and can be trusted, which ultimately is at the core of a person — not just professionally, but personally as well. Trust should be the foundation of every leader, then the other traits are built on that.

DONNIA SOOKLAL. Ernst & Young.

We have the privilege of meeting dynamic leaders through our Entrepreneur of the Year program at Ernst & Young, and there are notable common threads woven through the tapestry of their diverse journeys. Great leaders are innovative, have the courage to act on bold ideas, and are willing to take calculated risks. They develop mastery in their domain, they are hungry for knowledge, and are wise and steadfast in their execution. They understand that relationships are the currency to translate ideas

into business results, so they develop virtuous cycles of networks with mentors, teams, partners, and sponsors. Great leaders lead from a place of passion and purpose.

SARAH GUNHOUSE. Quest Diagnostics. The list could be very long, but a few key attributes are integrity, innovation, collaboration, and accountability. Good leaders set high standards, most of all for themselves. It's doing the right thing when no one is watching. Good leaders are creative thinkers and problem solvers; they challenge the status quo. They also achieve results by working with and through others. Finally, they take ownership and are responsible for their decisions. They expect everyone to do their part and lead by example.

ALEXA BEAVERS. Boehringer Ingelheim. A great leader paints a picture — a vision — for the future and brings out the potential in teams and individuals to transform the vision into a reality. Great leaders create an environment where folks can succeed. Here's what you would see in this type of environment: open communication lines in all directions; an active learning spirit in the organization that provides a risk-free learning environment so team members can grow and develop; visible opportunities and barriers where teams are empowered to exploit opportunities and remove barriers; and everyone knows that each win brings new challenges and opportunities.

LESLIE SANDBERG ORNE. Trinity Partners. Great leaders have the instinct to combine the best minds and the best ideas into a vision that inspires excitement. Their ability to gather up

I believe leaders' most important task is to exemplify the traits they most want to see in their organizations.

★ **KATIE MURTHA**
CAHG



The 2012 HBA Rising Stars



KIMBERLY JABLONSKI
Assistant General Counsel
Bristol-Myers Squibb

An outstanding mentor and role model, Kim excels at engaging and motivating her matrix team and serves a critical role in the professional development of women at BMS.



PHYLLIS JARRETT-SUTTON
Executive Sales VP
Cardinal Health

Phyllis is a key member of Cardinal Health's sales team. She contributes significantly to building corporate relations with customers in the healthcare industry.



COLLEEN KATZMAN
Executive VP, Client Services
JUCE Pharma Worldwide

Colleen is a beacon of energy, enthusiasm, and talent, providing visionary leadership for a myriad brands and the people who service them.



THERESE KELLEY
Worldwide Director, Professional Education,
DePuy Spine and Codman & Shurtleff
Johnson & Johnson

Therese is respected by her colleagues globally for her industry knowledge and relationships. She is a trusted leader and mentor to others.



NIDA KHAN
Senior Practice Executive
Campbell Alliance

Nida uses her experience in brand strategy development, market research, business development, and regulatory strategy and intelligence in our brand management practice.



EWA KLECZYK, PH.D.
Senior Director, Custom Analytics
ImpactRx Inc.

Ewa is exceptionally passionate about her work and represents the heart of our team. She contributes strongly to development initiatives and publications while serving as a mentor.



NANCY KONNERTH
Executive Director, Regulatory Affairs
Advertising and Labeling
Forest Laboratories Inc.

Nancy exemplifies every key attribute of a team-oriented professional and is a well-respected role model and exceptional mentor to her staff.



CARLY KUPER
VP, Strategic Marketing & Corporate
Communications
Compas Inc.

Carly is our agency's go-to person when it comes to new and exciting information in the healthcare world. She is truly a Rising Star.



VICTORIA LANDOLFI
Senior Director, R&D Projects
Sanofi Pasteur

Victoria is a successful and established project leader resulting in the licensure of products, including Flu ID and Flu HD.



TINA LARSON
Senior Director, Operations & Engineering,
Pharma Technical Development
Genentech Inc.

Tina has become an influential role model for women leaders through her contributions to multiple women's organizations and her role as a mentor.



SHIRA LAWLOR
VP, Group Account Supervisor
Flashpoint Medica

Shira has earned the respect of her clients and colleagues as someone who goes above and beyond and is recognized as a highly valued partner and now an HBA Rising Star.



KIMBERLY LEVY
VP of Marketing
Epocrates

Kimberly is an inspirational leader who has the ability to adapt to change quickly, maximize her resources, and develop talent within her organization.

The 2012 HBA Rising Stars



MEREDITH LEVY
VP, Group Account Director
Publicis Life Brands Medicus

Meredith exemplifies outstanding leadership and inspires those she mentors. She knows when to take control, and when to give others room to grow.



NADINE LINDLEY
Director, Commercial Operations
Lundbeck Inc.

Through sound decision-making and structure, Nadine is playing an integral role in guiding the growth and development of our psychiatry business in the United States.



LISA LOGAN
Research Manager
The Planning Shop International

Lisa brings energy, enthusiasm, and efficiency to her work, earning the admiration of her colleagues and praise from clients.



MEGHAN LOPRESTO
VP, Sales Force Automation & Analytics
The CementBloc

Meghan exemplifies the rising generation of leaders needed to thrive in our ever-dynamic digital marketplace. She is truly valued for both her innovative ideas and enthusiasm.



KRISTIE MADARA
Director, U.S. Corporate Communications
UCB Inc.

A seasoned healthcare communications professional and trusted advisor to the leadership team, Kristie creates innovative employee engagement programs and delivers results through flawless execution.



JENNIFER MALATESTA-JOHNSON
AERS Principal
Deloitte LLP

Jennifer is recognized as a thought leader in the firm and leads training and development for our junior staff. She is a role model in her ability to balance work and her family.



SUSAN MARKHAM
Consultant
Insigniam

During her six years with Insigniam, Susan has increased her leadership and capacity for responsibility externally with clients and internally. Her enthusiasm and inspiration are contagious.



MARIANNE MCGOWAN NUGENT
VP, Training & Program Implementation
Publicis Touchpoint Solutions Inc.

Marianne has exceptional depth and vast experience in the healthcare industry, but it's her passion, tireless work ethic, and can-do approach that make her a strong, well-respected leader.



PEGGY MCKINNON
Senior Director, Health Economics and Outcomes Research
Cubist Pharmaceuticals Inc.

Peggy is an accomplished researcher who is passionate about patient outcomes. She pushes her team to fulfill its potential in a way that encourages development and commitment.



KIMBERLY METCALF
Senior Director, Commercial Training
Celgene Corp.

Kimberly has impacted the success of hundreds of employees by modeling exceptional behaviors and investing in their personal development.



ANGEL MICCARELLI
Creative Director
Cramer

Angel brings a thoroughly strategic approach, business acumen, and attention to detail to the content team. Her leadership drives our clients' messaging forward in creative and memorable ways.



LAUREN MILLER
Account Director
GSW Worldwide

Lauren brings leadership, drive, and a winning attitude to everything she does on behalf of the agency and her clients.

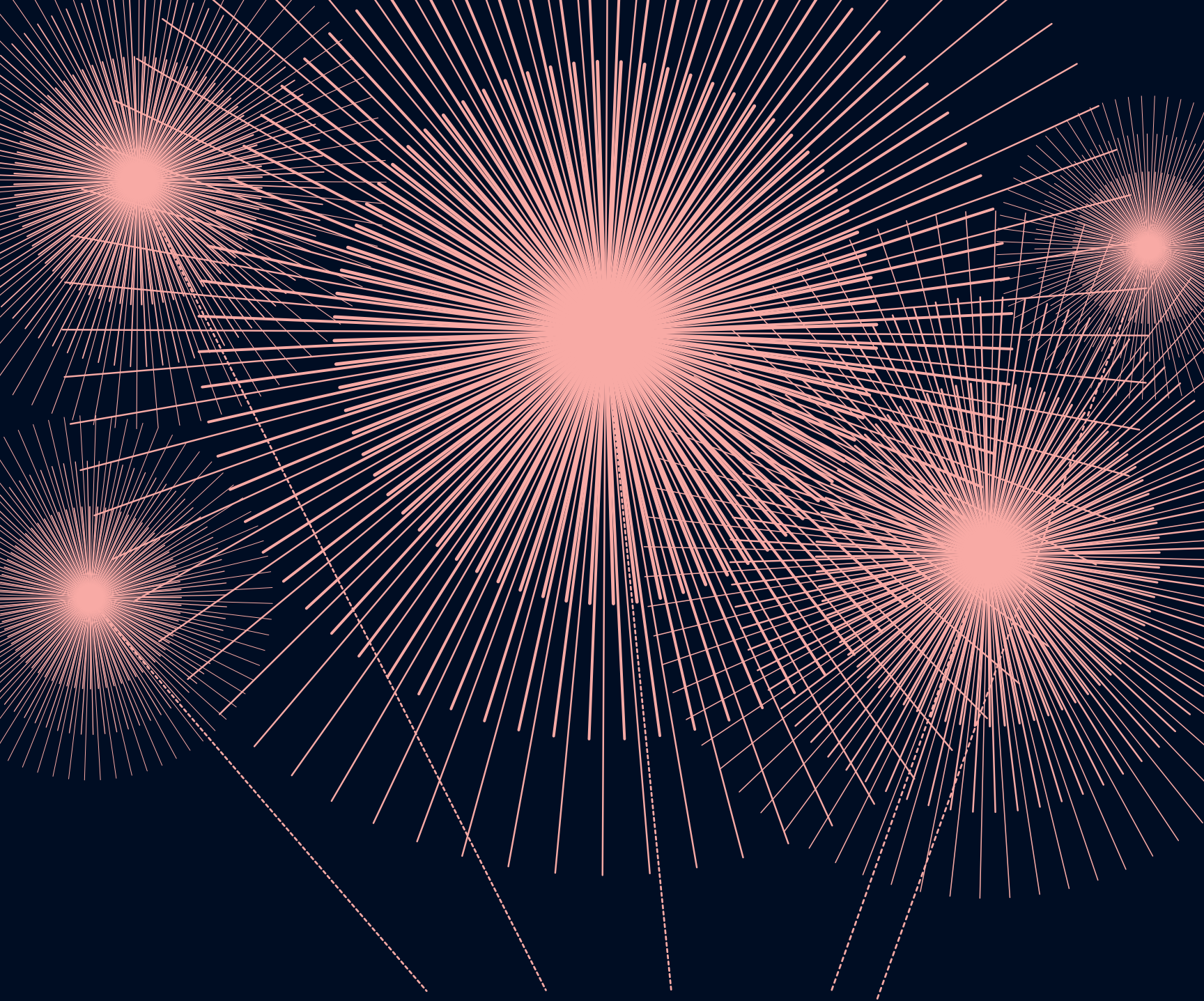


As you look back on a project, don't worry about all the things that were done correctly, concentrate on the things that were done wrong, not to criticize but to know what not to do the next time.

★ **BRIDGETT CRAIG**
BUSINESS & DECISION

the best minds is based on a natural empathy that connects them to people of all types. Their talent to identify the best ideas involves an uncanny ability to see both the big picture and the details. A leader does not have to be the smartest, or the strongest, or the hardest working, but she puts together a magical alchemy of inspiration and trust that causes people to rally around her and help carry out her vision.

SUSAN ZIENOWICZ. Roche Diagnostics. Great leaders achieve consistent, sustainable performance from their organizations by focusing on people rather than results. Instead of a dictating approach, they should practice a servant leadership philosophy, focusing on how to set people up for success by removing obstacles and giving them the tools they need to reach their goals and inspiring them to achieve extraordinary things. The most important skill is to communicate effectively by adjusting their communication method and style to what res-



**Congratulations to Colleen Katzman
and all of the 2012 HBA Rising Stars!**

From your friends at

JUICE
PHARMA WORLDWIDE

The 2012 HBA Rising Stars



GWEN MOORE

VP, Operations
MD Mindset LLC

Gwen's dedication to the progression of MD Mindset makes her a Rising Star. She is an exceptional leader and her commitment to the organization is immeasurable.



REBECCA MORISON

VP, US Neuroscience Business Unit
Eli Lilly and Company

Becki connects with customers in ways that are meaningful for them. She leads and develops others by example.



KATIE MURTHA

Group Account Supervisor
CAHG

Katie's star rose to new heights in 2011, when she worked on a global product launch, bringing strong operational acumen and sharp strategic thinking to bear.



KAREN OTERO

Senior Account Executive
McK Healthcare

Karen brings a balance of creative, analytical, and strategic proficiencies to her work and McK. She is a self-motivated and enthusiastic team player with a can-do spirit.



KATE OWEN

Executive Director, Clinical Trial Management
Novo Nordisk Inc.

Kate is an inspiration. She has transitioned a team challenged with quality and morale issues into a high-performing organization that delivers extraordinary results.



AIMEE PAGANO

Director of Staffing
Publicis Healthcare Communications Group

Aimee has exceptional operational, client service, leadership, and partnering skills, and she has earned the respect of hiring managers and HR peers alike.

LAURA PARKS



Senior VP, Marketing and Sales
DSM Pharmaceutical Products

Laura is highly regarded as an inspirational leader and role model in the health-care industry and within DSM.

CHRIS ANN PATRICK



VP of Finance
Torre Lazur McCann Healthcare Group

Through a combination of hard work, executional excellence, and sheer talent, ChrisAnn has become a change agent in the finance department and an emerging leader in the TLHG network.



RACHAEL PERSON ROBERTSON

Director
PricewaterhouseCoopers

Rachael's enthusiasm and energy have catapulted her as a mentor and role model within PwC for many aspiring women.



KRISTA PINTO

Global VP, Strategic Corporate Accounts
inVentiv Health

Krista fearlessly takes on new challenges, evidenced by her ability to handle projects across various therapeutic categories and her active involvement in many nonprofit organizations.



KIMBERLY PLATTEN

Client Partner
Cegedim Relationship Management

Kim is an enthusiastic and engaging leader who is committed to innovation and service. Her experience, knowledge, and diligent pursuit of service excellence have made her highly respected by both colleagues and business partners.



KIMBERLY PLESSALA

Executive Director
Bench International

Kim's commitment to performance and client focus is stellar and is the essence of our business. Her dedication is exemplary and her follow-up unparalleled.



A leader focuses on relationships, creating a foundation of respect, trust, affinity, and inspiration.

★ **SUSAN MARKHAM**
INSIGNIAM

onates with the recipients. When the entire team understands the vision and mission and executes on one plan, results will come.

JEANNE BLANCHARD. Ogilvy CommonHealth Medical Marketing. The best leaders inspire. If you direct people through proclamations and directives, you will often come up against opposition and resistance. I find the most effective leadership technique is to help others feel they are working from their own initiative. I try to lead by example and offer encouragement where appropriate. To inspire others is no easy task. I feel leaders need to be self-aware and insightful about the impact they have on others on a daily basis. My favorite quote is "How you live your day is how you live your life." I don't know the author, I read it on a greeting card. Self-confidence and belief are essential for effective leadership. Unless a leader can communicate a clear vision of where she wishes to go, others will not follow. A leader needs to have high self-esteem and strong conviction in order to inspire others. Trust is also a critical part of inspirational leadership. Trust is the basis for all the relationships in my life. Without trust, it's impossible to create healthy and productive environments, either in work or personal situations. When people trust you, they are more willing to give their best, knowing that they always get your best. You say what you do and do what you say — period. I strive for this on a daily basis.

LAURA SCHWIETERMAN. Bayer HealthCare. A great leader is someone who is a visionary,

an effective communicator, and can inspire others. By setting a clear vision — even if the vision requires overcoming significant challenges — she will empower her team to believe that success is possible. I also believe that to be a great leader, communication is critical to create consistency and trust among the team. Open, honest, and clear communications set the stage for success despite the numerous obstacles the team will undoubtedly encounter along the way. Finally, inspiration is key. A great leader gains inspiration from her team through belief in her vision and by garnering small wins along the way.

ISABELLA SERGIO. The Hobart Group.

At a young age, my father taught me the three Ds: desire, determination, and discipline. Being a young professional in the healthcare industry, I have identified several qualities and traits that are part of being a natural leader. A leader demonstrates character, integrity, dedication, accountability, fairness, and mutual respect. To be an effective leader, you have to empower your team and ignite the passion for the work you are doing. You must keep an open mind and guide your team into finding solutions that benefit not only your clients but also your company as well, while encouraging growth in the individuals.

KATIE DAHLER. KPMG.

Great leaders are defined by their ability to inspire greatness in others. They recognize the individual and diverse strengths in people, and harness those strengths toward the success of the overall team. I believe that to be a great leader, one needs to be able to think big, articulate a clear vision, inspire passion and energy to achieve, have compassion for others, embrace open and honest communication, and be willing to listen to and learn from others every day.

JENNIFER MALATESTA-JOHNSON. Deloitte.

People define leadership in many ways, but I value and admire leaders who are able to drive individuals and groups to great results with informal authority. This type of leader starts with a personal vision for success and he or she has the ability to help others see and buy into that vision. This leadership style requires a significant time investment in personal engagement and relationship management to be effective. It is time well-invested, however, as it allows for a far greater leadership reach and the ability to influence across reporting lines and businesses. These leaders are infinitely networked and evolve to keep pace with their clients and organization. They are lifelong learners who embrace technology, drive their own development, make time to develop others, and have an authentic and unique personality and style.



KAVYA GOPAL. Sandoz.

To be a great leader, one must be authentic and willing to take risks on the business and on people. I have been lucky to have worked for some great people, each of whom brought something different to their roles. However, what I observed was that it was not functional expertise, stage presence, or their pedigree that motivated people to follow them. It was about how associates felt working for them.

ANDREA RINKEWICH. Saatchi & Saatchi Health Communications — NY.

True leaders must be confident in their beliefs. The everyday challenges we face have a way of shaping our perspectives and affording us the opportunity to gain that confidence. We become stronger leaders as we learn more about ourselves, trust in our instincts, and have the courage to voice our beliefs. The most effective leaders are those who also inspire others to believe in themselves. Helping people to recognize their own abilities and value provides them with a sense of accomplishment and drive for success.

SUSAN MARKHAM. Insigniam.

Integrity and authenticity are important. A leader listens more than she speaks, is bold, and puts her heart into everything she does in the face of resignation and doubt. A leader is one who is committed to results through a world of possibility and not limited by a linear path and grounded in reality rather than what should or shouldn't be. A leader focuses on relationships, creating a foundation of respect, trust, affinity, and inspiration. By being interested rather than interesting, a leader discovers people's concerns

Each morning I consider new ways to approach business challenges.

★ **ALEXA BEAVERS**
BOEHRINGER INGELHEIM

and commitments, guiding with a commitment to leaving a spark that enriches the lives of everyone she connects with.

KIMBERLY JABLONSKI. Bristol-Myers Squibb.

The best leaders get the best from others by motivating them, teaching them, and instilling confidence in them to achieve greater things. The leaders who have most inspired me have shown these traits in good times and bad, providing the guidance and support that has enabled me to achieve more than I thought I could. They have also known when to stand back, allowing me to learn for myself how to get there and preparing me to take on my own leadership roles.

AMANDA ROADES. McKesson Patient Relationship Solutions.

A leader is a motivator who guides a team toward their strategic vision through recognizing and leveraging unique strengths within each team member, building trust, and creating a culture of open communication and excitement. A mentor once told me, "the difference between a leader and a manager is that we follow leaders into battle."

ASHLEIGH CHUNG. Vynamic.

Successful leaders align teams toward a unified vision. To be a great leader you must also

The 2012 HBA Rising Stars



SHANNA POTTER
 Manager, Quality Systems
 Big Communications LLC

Shanna has what every organization looks for in a leader — commitment to doing what's right for the company, unwavering optimism, an unmatched work ethic, and a sincere desire to grow.



JENNIFER POTTS
 Manager of Business Development
 Bulletin Healthcare

With a foundation constructed on creativity and tireless energy, Jennifer's leadership skills have exponentially grown the medical education division of the company.



MARY PUNCOCHAR
 Bayer Healthcare Diabetes Care, U.S. Sales and Marketing, Area Sales Manager
 Bayer HealthCare

Every day, Mary exemplifies what good leadership looks like and continuously demonstrates a contagious positive attitude.



LAURA QUEEN
 VP, Human Resources — Americas
 Teva Pharmaceuticals

Laura's impact on Teva is evident in the programs she has developed. She mentors younger staff members and looks for ways to challenge them in their growth and development.



KARA QUICK
 Senior Editorial Director
 Synchrony Medical Communications

Since joining Synchrony, Kara has distinguished herself for her intelligence, integrity, and leadership.



MICHELLE RADNEY
 Regional Sales Director Primary & Specialty Care
 Eisai Inc.

Michelle's skill in handling complex challenges, coupled with a strong work ethic and partnership focus set the standard for others to follow.



LAURA RICHMAN
 VP, Research & Development — Translational Sciences
 MedImmune

An inspiring leader, Laura is a role model for others. She is widely published, participates in numerous scientific conferences and community activities, and runs MedImmune's Zumba Fitness class.



JESSICA RIEBE
 Senior VP, Senior Program Director
 Sudler & Hennessey

Jessica's talent, poise, and skills make her one of the brightest stars in the IntraMed universe. Her extraordinary business acumen and leadership abilities have impressed numerous clients.



ANDREA RINKEWICH
 VP, Account Supervisor
 Saatchi & Saatchi Health Communications — NY

Andrea is a key motivator and mentor to her team and can always be counted on to be looking out for the happiness and continued development of those that she supervises.



AMANDA RODES
 Director, Client Strategy & Solutions
 McKesson Patient Relationship Solutions

Amanda's passion, leadership, expertise, and work ethic have earned her the trust and respect of both her clients and colleagues.



ERIN ROSSI
 Senior Art Director
 Palio

Erin is one of Palio's most sought-after and treasured resources, and without doubt a true Rising Star in the creative healthcare field.



KAREN RUSTEK
 Executive Director, Enterprise Applications
 Daiichi Sankyo Inc.

Karen leads a very large team and is well-respected for being accessible and accountable for the team's success. These characteristics make her a role model for those around her.



Most importantly, leaders are true to themselves and are open to continuous improvement and change.

★ **KIMBERLY PLATTEN**
CEGEDIM RELATIONSHIP MANAGEMENT

believe in the vision and possess the charisma and fortitude to convince others of its value. Great leaders demonstrate a balanced work ethic that incites a team to complete the work necessary and convert vision into reality.

CHRISTY BARLOW. Watson Pharmaceuticals. Great leaders share many of the same traits. In particular, they exhibit the courage to step up to challenges others have chosen to ignore by providing guidance when situations require their input. Great leaders plan for potential crises and develop specific processes to meet potential challenges. Great leaders assemble teams of individuals with disparate and complementary skill sets to provide solutions to diverse challenges. They also let people do their jobs and don't micromanage. Great leaders lead by example by demonstrating to their team that they live by the old saying "If the whole company were just like me, what kind of company would this be?" Great leaders are passionate and energized. They surround themselves with positive, smart people who want to suc-

ceed, and when necessary they make the often difficult decision to remove those who are not contributing to the culture. Great leaders create and nurture a culture of success where results are rewarded and teammates enjoy continual professional development. They praise publicly and discipline privately. Great leaders are comfortable leading operationally, tactically, and strategically. A leader must be all of these things, but perhaps most critical is her ability to build loyalty within the ranks of the team.

LISA COONEY. IMS Health.

I believe the greatest characteristic that leaders can have is the ability to inspire others to do great things. Their enthusiasm is contagious and elevates the entire team to achieve truly innovative results. I've been fortunate to work with several great people who inspired and challenged me to reach new heights. It would be the greatest achievement of my career if my colleagues considered me to be one of the key leaders who inspired them.

SARAH HALL. Saatchi & Saatchi Wellness.

As an account person, I feel it is important to have strong intuition to help understand the needs of the client and to help guide the agency to the solution. I feel honesty and collaboration with both co-workers and clients are critical to help build that mutual respect that gives one the confidence required to act on that intuition. Ultimately, this helps to be viewed as a partner and leader and not just an order taker, which is critical.

SHANNA POTTER. Big Communications.

If I had to only pick one trait, it would be integrity. I love its definition: the integration of outward actions and inner values. A person of integrity is the same on the outside and on the inside. Such an individual can be trusted because she never veers from inner values, even when it might be expeditious to do so. A leader must have the trust of followers and therefore must display integrity.

KATIE MURTHA. CAHG.

"Example is not the main thing in influencing others — it is the only thing." As this quote implies, I believe leaders' most important task is to exemplify the traits they most want to see in their organizations. Just as children mirror the behavior of their parents, so do employees mirror the behavior of their leaders. Leaders must be bold, hardworking, humble, responsible, kind, and passionate — and, most important, respectful of their teams — or they're not leaders in my eyes.

KIMBERLY METCALF. Celgene Corp.

Great leaders create and sustain an environment that gives people the opportunity to

Great leaders are enthusiastic about their work and radiate positivity and motivation even in the toughest situations.

★ **NIDA KAHN**

CAMPBELL ALLIANCE



excel. They stay committed to the organization's vision and create a clear line of sight for their team to ensure alignment with the corporate goals. Great leaders set clear expectations and focus on catching people doing things right. They model behavior they expect of others. Finally, through their words and actions they demonstrate an unwavering commitment to the success of the individual, the team, and the organization.

KELLY SIMCOX. Sanofi US.

A great leader is driven by a calling rather than a job or career. The best leaders are passionate and compassionate and lead by example rather than relying on reporting structure. A great leader is open and honest and not afraid to fail, but certainly learns from her mistakes.

BETH EVANS. Purdue Pharma.

An effective leader is one who has earned the trust and respect of those who follow. Building a strong and loyal team is the key to any individual leader's success. Being true to yourself and to those whom you influence will build a solid foundation on which future success knows no boundaries. A great leader is focused, fearless, and has an unwavering energy to empower others to take ownership and then reinforces this with coaching, mentoring, and recognition.

MARIANNE MCGOWAN NUGENT. Publicis Touchpoint Solutions.

One of the most important traits of being an effective leader is the ability to build trust. Such a leader also inspires confidence in others and draws out the best efforts of her team. Leaders recognize the talent and skills of their people and communicate their sureness in them. Strong leaders help their teams understand the business and how their contributions impact success. Finally, in today's world, great leaders respect the challenges of work-life balance.

VICTORIA LANDOLFI. Sanofi Pasteur.

To be an effective leader, you have to establish trust with the people you are working with, and provide guidance and support to allow them to achieve their goals. Understanding what motivates individuals, communicating

effectively, and being open to new ideas can bring out the best in people. A great leader thinks strategically, acts decisively, has a clear vision, and can motivate and empower team members to achieve that vision.

MARIANNE EISENMANN. Determinus, part of Chandler Chicco Companies.

Great leaders need to have a vision for the future of their business, organization, or community. They see beyond the status quo to see what could be and set well-communicated goals to pave the way forward. They share their vision with others and inspire them to work toward it, providing direction and helping to overcome obstacles. They acknowledge success as a mutual achievement of the entire team, not seeking personal recognition. Great leadership is not management — leaders set the course, managers direct the process.

NIDA KHAN. Campbell Alliance.

Great leaders have the ability to get others to willingly follow by earning their respect. They have a clear vision and a firm grasp of what success looks like, they are able to communicate the vision clearly and passionately, and they have a sense of how to guide the team to get there. They lead by example and are willing to get into the weeds if the team needs their assistance. They are committed to excellence and maintain high standards for their team. They prioritize staff development and take the time to coach and mentor their team members to develop future leaders of the organization. In such an environment, teams grow hand-in-hand with their managers. Great leaders are enthusiastic about their work and radiate positivity and motivation even in the toughest situations, which in effect help funnel these same traits down to their team members. A team under the hammer of a difficult manager will be far less productive than a team working under mutual respect and a collaborative sense of working together toward a common goal.

The 2012 HBA Rising Stars



CHRISTINE RYDZYK
Program Manager
Dowden Health Media

With an absolute commitment to providing clients with the highest level of service, an unflinching work ethic, and formidable problem-solving abilities, Christine personifies the company's ethos and guiding principles.



CAROL SABOURIN, PH.D.
Senior Research Leader and Chief Scientist,
Battelle Biomedical Research Center
Battelle

Carol is highly respected for her scientific acumen but her exceptional leadership skills are what distinguish her. Her motivating force is to facilitate people in moving critical science forward.



LESLIE SANDBERG ORNE
Partner
Trinity Partners LLC

Leslie's strategic vision, analytic excellence, and personal integrity make her an essential figure in Trinity's bright future.



LAURA SCHWIETERMAN
Bayer Healthcare Consumer Care, Senior
Brand Manager
Bayer HealthCare

Laura takes on challenges with optimism and helps drive the success in any organizational initiative she leads or participates in.



DENISE SENA
Manager, Global Franchise Planning
Merck

Denise is a passionate, authentic service leader. She makes a huge contribution via women's leadership and initiatives, enabling participating colleagues to enhance their skills and confidence.



ISABELLA SERGIO
Account Supervisor
The Hobart Group

Isabella's leadership style is defined by her aptitude to set and achieve goals, encourage positive communication, and by her ability to clearly identify and articulate every client need.



JOYL SILVA
Regional Business Director, Northwest Region,
US Primary Care
Pfizer

JoyL is a creative thinker and natural leader who consistently stands out among her peers. She is a clear Rising Star who is committed to building a culture of accountability and collaboration.



KELLY SIMCOX
Senior Director/Global Head, Project Units
and External Partners, Project Leaders
Sanofi US

Kelly's positive demeanor, determination, and innovation in clinical trial operations are marks of a Rising Star in the pharmaceutical industry.



PRIYA SINGHAL
VP, Medical Strategy- Education & Publication
Vertex Pharmaceuticals Inc.

Priya demonstrates Vertex's core values through her leadership and innovation as well as tireless execution.



TAMARA SNIFFEN
VP, Integrated Business Planning
Stryker

Tamara's keen sense of talent while being connected to employees' career success is what sets her apart as a true inspirational leader.



DONNIA SOOKLAL
Senior Manager, Advisory Services
Ernst & Young LLP

Donnia has a breadth and depth of understanding that positions her to provide relevant insights and thought leadership to key industry stakeholders.



CONSUELO BARRETT STAHELI
Director Global Strategy and Portfolio
Covidien

Consuelo not only strives to ensure Covidien is a strong, successful company, but she is a driving force in guiding and developing all women throughout the company.



EWA KLECZYK, PH.D. ImpactRx.

Traits of a great leader include: passion, which includes living your company's mission; confidence, which involves believing in yourself and your actions; execution, which means being action-oriented and focused on results; self-awareness, which means knowing your strengths and weaknesses; and empowerment, which offers challenges and recognizes employees' contributions. Initially, new leaders are recognized through their work excellence, passion, and confidence in their skills. Next, self-awareness as well as team empowerment are important in transforming someone into a great leader. Leading a team requires building complementary skills to ensure successful execution of the company mission. Encouraging employees to take initiative and recognizing their contributions helps to solidify a leader's position.

LAURA RICHMAN. MedImmune.

Some of the most important leadership qualities that I admire include having a clear vision and the ability to communicate that vision and being a source of inspiration and motivation for an organization. I also think true leaders are constantly looking for better ways of doing things; they are energized by challenges and can convey the same excitement to others even in uncertain circumstances.

MOLLY STALLINGS. MicroMass Communications.

Leadership, to me, has always been defined by a sense of authenticity, the ability to respond and act honestly, and motivating others to take action. Every day, I become more comfortable in my own skin and I continue my search for self-awareness, discipline, and empathy — the building blocks for strong leadership.

CAROL SABOURIN, PH.D. Battelle.

We all recognize that great leaders have an assortment of skills, including a broad knowledge base, people skills, and excellent work habits. However, great leaders also have an ele-

I recommend volunteering within your organization as well as within your field and the community as a way to develop your team building and individual leadership skills.

★ **COLLEEN DESIMONE**
MILLENNIUM

ment of humility that contributes to an effective team approach. A great leader understands that sharing success incentivizes each team member to contribute his or her best efforts.

TICIA CAWLEY, PSKW.

Each leader has a unique style that emanates from her personality, but I believe that the partnership of passion, creativity, and empathy are essential characteristics for any person who successfully leads others. Passion is infectious and charismatic; people will follow someone who cares deeply and believes in something. An empathic leader will value the uniqueness of each individual, recognize potential, encourage exploration, and inspire greatness. When passion and empathy are combined with creativity the result is dynamic. Effectively pushing the boundaries, encouraging individual greatness, and maintaining the proper perspective requires a creative approach.

JENNIFER BRUNNER. Cardinal Health.

Leadership means different things to different people, but the quality that makes a great leader is inspiration. If you feel inspired, you are willing to work hard in your role and make others feel inspired about the goal as well.

LAURA QUEEN. Teva Pharmaceuticals.

The most effective and influential leaders are those who demonstrate self-awareness, humility, an interest in others, adaptability, authenticity, alignment with the purpose and values of the organizations they serve, and a willingness to embrace discomfort. Growing and responding to the changing needs of the people and organizations we serve means being true to ourselves, reflecting on who we are, how we fit in, and the ways we add our greatest value. This can be a challenging and uncomfortable process, and one with tremendous rewards.

COLLEEN DESIMONE. Millennium Pharmaceuticals.

Leadership is about creating a vision of where you want to go and communicating this vision in a way that your team can rally behind. With this clear understanding, the team can creatively build the plans to achieve those goals, and a leader will empower the team to take action to implement these plans. Em-

The 2012 HBA Rising Stars



MOLLY STALLINGS
Group Account Manager
MicroMass Communications Inc.

Since arriving at MicroMass, Molly has sparked the agency with her leadership, extensive pharma expertise, and exceptional client service skills. She is a guiding light for our agency and a Rising Star in our industry.



MELISSA STAPLETON BARNES
VP, Deputy General Counsel
Eli Lilly and Company

Melissa believes in the advancement of women. She serves on the Lilly Women's Network lead team and has spoken about women in leadership as a panelist.



LAURA TANNENBAUM
Senior VP, Creative Director
RCW Group

As creative director, Laura has created an environment of inspiration and encouragement. Her stewardship has provided the vision that has transformed the agency into a creative force.



JOANNE UHL, PH.D.
Head of Planning, Project Planning and Management (PP&M)
GlaxoSmithKline

Joanne is a well-respected role model across GSK, who inspires others with her integrity, openness, collaboration, and desire to help others continually contribute to the organization's success.



MARTHA VINCENT, PH.D.
VP, Clinical Development
Astellas Pharma US Inc.

Known for her uncompromising approach to timeline management, quality, and budget efficiency, Martha is highly respected.



CELINE VITA
Senior VP, Group Managing Director
CDM New York

Celine's strong global background has been essential in establishing CDM's presence around the world. She shines as a strong collaborator and strategic thinker.



LATESHA WILLIAMS
VP, Account Group Supervisor
DraftFCB Healthcare

Latesha exudes a unique combination of calm passion, grace under pressure, sharp intellect, and a warm smile — for her brands, clients and colleagues.



JENNIFER WOLFGRAM
VP, Regulatory Compliance and Quality
Roche Diagnostics

Jennifer's passion and inspiration are contagious and the reason that she is absolutely a Rising Star within Roche Diagnostics.



SUSAN ZIENOWICZ
Senior VP, Roche Applied Science
Roche Diagnostics

Susan's reputation of delivering results in a complex market, providing feedback in an open and honest manner, and her dedication to building leadership skills in others make her a Rising Star and a highly sought-after mentor.

powerment means giving guidance and support, providing the resources to do the job appropriately, and removing hurdles and constraints that may impede a team's progress. I think a good leader is one who is quick to give credit and slow to pass blame.

BECKI MORISON. Eli Lilly and Company.
It is very hard to be a great leader over time

without being vulnerable. I need to remain open to learn, and open to being wrong as this allows me to constantly learn from others and ensure I am aware of the changing business environment. Being vulnerable also means keeping egos in check and ensuring I am actively seeking to understand, always, before making decisions and declarations. I find this even more important as I take on bigger and bigger roles,



The ability to experience new and different things, find one's own way, and take professional risks within the Flashpoint leadership safety net has played a significant role in my personal leadership development.

★ **SHIRA LAWLOR**
FLASHPOINT MEDICA

of empathy, and projecting an infectious positive attitude. All of these characteristics create a feeling of true inspiration in those around you.

CHRISTINE RYDZIK. Dowden Health.

A great leader is someone who leads by example and always tries her best no matter what the circumstance. It is someone who may not always know the answer, but who is resourceful and creative enough to find the answer. A great leader is humble and respectful of others' perspectives. A great leader is approachable and

willing to share her knowledge. A great leader focuses on the end goal and naturally inspires others to reach it.

MARTHA VINCENT, PH.D. Astellas Pharma US Inc.

Credibility is an important trait to being a leader. Leaders have relationships with their employees. Leaders form partnerships, enter into collaborations, and make commitments. Leaders have discipline in knowing their own values and standards. They give the employee something to do with a clear goal and, more often than not, they will deliver more than you ever expected.

ROLE MODELS AND MENTORS

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

SHIRA LAWLOR. Flashpoint Medica. I have been very fortunate to work under some outstanding role models at Flashpoint Medica.

The company was formed by three female partners who all have distinct leadership styles, but who share two common traits: a strong commitment to mentorship and staff development in general and a desire to foster the development of strong female leaders. These values have become part of the Flashpoint culture in general, which benefits everyone at the company. In addition to teaching by example, the partners regularly provide gentle nudges into continued growth opportunities, encouraging people to go outside their comfort zone into ever-expanding learning and leadership experiences. The ability to experience new and different things, find my own way, and take professional risks within the Flashpoint leadership safety net have played a significant role in my personal leadership development.

PEGGY MCKINNON. Cubist Pharmaceuticals.

My mother, an entrepreneur and single parent, started me on a solid path forward. From early in my career, I seemed to identify with people who had chosen unique paths, frequently blazing new trails to becoming successful leaders. From early mentors, including my fellowship preceptor, to my present situation, I have been fortunate to have many people take the time and effort to cultivate the skill set that put me on my present path including my current mentor, Dr. Rene Russo — a past HBA Rising Star award winner — who gives me the support and direction that encourages growth and success.

SUSAN DORFMAN. Communications Media Inc.

I have been very lucky in my career and personal life to witness what great leadership is and what it is not. My personal development as a leader comes not only from shadowing and being in the presence of leaders who do it well, but also from an amazing group of unsung mentors who have been the wind beneath my wings and have helped shape me into who I am with their honesty, integrity, and friendship. It is to each of them — the leaders and the mentors in my life — that I

Even when tough decisions need to be made, they should always come from a base of doing the best possible for people.

★ **TINA LARSON**
GENENTECH

because it can be even harder to solicit contrary opinions or different positions — I have to look for them and coax them out. It is in the midst of diverse positions and advice that I make my best decisions.

JESSICA RIEBE. Sudler & Hennessey.

I think there are many ways to be a great leader. It is not a one-size-fits-all distinction. A leader listens, learns, and adapts. A leader makes decisions and stands by them. Most importantly, leaders develop the members of their team and let them shine.

MEGHAN LOPRESTO. The CementBloc.

Being a great leader, to me, means embodying what you expect from those around you and then some. It means exhibiting grace under pressure, showing respect for all regardless of the circumstances, possessing a keen ability to see the big picture, maintaining a strong sense



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Since my birth, my grandmother has encouraged me to think outside of the box, question tradition, and aspire for greatness.

★ **TAYLA BLOUNT**
HAVAS WORLDWIDE HEALTH

am thankful. Bert, Moish, Jim, Amila, Stan, and Laurent — each of you have given me something of yourself to model after. You make me better every day. You are remarkable people, leaders, and friends. I am thankful every day for knowing you and being a better person because of it.

LILY CHEUNG. Actelion Pharmaceuticals. A former boss, the senior VP of organizational transformation, played a critical role in my leadership development. During the early years of my management career, he provided me with an opportunity to lead an entire human resources services team. While I did not have full confidence in myself, he believed in my capabilities. He said, “If I didn’t think you can do it, I would not offer you this opportunity. It’s okay to make mistakes as long as you will learn from them.” I always think back to that time when I have challenging moments.

SUELLEN FARRELL. Health and Wellness Partners. Over the course of my career, no one has contributed more significantly to my development than the HWP partners — Jani Hegarty, Bonnie Welsch, and Audrey Pezzuti — as well as Jamie Glass, senior VP, program management and operations at HWP. These women are decision-makers and problem solvers; at the same time, they are team builders who remain empathetic and compassionate. With their commitment to excellence, Jani, Bonnie, Audrey, and Jamie lead by example and have taught me to manage the most challenging situations and to sort through potential pitfalls and practical solu-

tions; and have offered encouragement and support.

THERESE KELLEY. Johnson & Johnson. There are numerous individuals who have played a role in my leadership development. Some have included my direct supervisors and team members, while others have been colleagues whom I interact with daily, family members, and friends. I often gain insight and inspiration by watching how others approach situations, listening to the way they communicate in times of challenge and change, observing the way they involve others in the decision-making process, and knowing that any great leader lives by setting a good example.

TAYLA BLOUNT. Havas Worldwide Health. There have been several key influencers in my development as a leader: my grandmother, former supervisors, and teammates. Since my birth, my grandmother has encouraged me to think outside of the box, question tradition, and aspire for greatness. Former supervisors pushed me to think broader, make others around you look good, and be one step ahead. Team members constantly help me to understand that leaders need to be as nimble and dynamic as those around us.

SUSAN HUNDLEY. Quintiles. I have had great role models and mentors who have been both colleagues and mentors. My current manager has been a great mentor; she is honest, direct, and encouraging. She pushes me to develop beyond my current skills and beyond the obvious. She reminds me to pull back and recharge so that I can continue to lead by example. Having the opportunity to work with very talented and direct women who challenge me every day has also encouraged me to continue to grow as a leader. Working with patients has also helped to develop the skills I think are important as a leader: passion, integrity, and altruism.

TAMARA SNIFFEN. Stryker. I work at an incredible company, Stryker. I’m surrounded by best friends, mentors, bosses, and team members who take a vested interest in helping employees reach their potential. For me, this means that Stryker supported my executive MBA, sent me to Harvard Leadership Academies, and stretched me into new leadership roles. Stryker hires amazing talent and being surrounded by the best keeps us pushing each other. So as I think about who has contributed most to my leadership development, the answer really comes down to the leadership culture that Stryker’s talent offense creates.

MICHELLE RADNEY. Eisai. There are so many who have played a role in

my leadership development. Over the last 10 years of my career, I have had three managers whom I have learned a lot from and who have helped me to realize my potential. Each direct report has played a significant role in my leadership development. I have learned how to be flexible, supportive, and direct, to have better listening skills; and to make strategic decisions. I am the leader I am today as a result of my many experiences both personally and professionally.

KRISTIE MADARA. UCB. I believe we start building leadership skills at an early age — without even really knowing it — and continuously refine those skills throughout our lives. My leadership development has been influenced in so many different ways throughout my life and by many different people. My parents, teachers, community organizations I volunteered with, colleagues, and bosses — both the good and bad ones — all played roles in showing me what it means to be a good leader. I am still regularly inspired by the people around me and continue to develop and enhance my leadership skills every day.

KAREN RUSTEK. Daiichi Sankyo. Each of the managers I’ve worked for over the course of my career has played a role in my leadership development. I have been extremely fortunate to have been exposed to such diversity and strength in leadership qualities. For every one of my managers, I’ve asked myself what is the one quality I most admire about them. I would observe their tactics and emulate that quality in my leadership style — confidence, accountability, passion, adaptability, and decisiveness.

MELISSA STAPLETON BARNES. Eli Lilly and Company. I have been blessed to work with some extremely talented leaders throughout my professional career, but I have been most influenced, undoubtedly, by my mother. While she never had the opportunity to obtain a formal education herself, she instilled in me the importance of being a lifelong learner. Her sincere concern for others — irrespective of hierarchy — her persistent encouragement to dream big, and her high-performance standards continue to serve as a leadership model for me today.

EMILY DENNEY. AstraZeneca Pharmaceuticals. There are many who have played a role in my leadership development. For me, there are a few who stand out. My parents, who instilled in me the importance of personal accountabil-



The best leaders inspire.

★ **JEANNE BLANCHARD**
OGILVY COMMONHEALTH
MEDICAL MARKETING

RACHAEL ENGLAND. CryerHealth.

While I've been incredibly fortunate to encounter inspirational men and women in my professional life, I've learned the most from those who disappointed, who failed in some way to inspire passion, and who could shine a light but not spark a flame. Analyzing their deficits allowed me to refine my own leadership style. My own attempts — and failures — at leadership initiatives, while studying and working in Europe and Asia, taught me several essential lessons: effective leadership is conditional upon a true understanding of other people — where they come from, what they value, and how they communicate.

KIMBERLY PLESSALA. Bench International.

I have had some interesting characters in my career. I certainly have had distinct lessons in what I would like to emulate and avoid. My first boss wasn't so much an active mentor; rather, he preferred not to work very hard so as a result I was exposed to meetings and activities far beyond my rank and title. It was a great experience. He trusted me implicitly and allowed me the freedom and opportunity to grow in leaps and bounds. More recently, over the past five years, I have had more critical and impactful mentors. The senior leaders at my company, who belong to a small group so I value each and every one, are seasoned leaders both in the recruitment as well as pharma and biotech industries. Their knowledge of our field is both awe-inspiring and intimidating. Each of them brings elements I work to emulate every day. Each of them has been so generous in their desire to share and teach their knowledge. Again, I find myself being trusted in ways that surprise me and I see myself grow under their careful watch.

NADINE LINDLEY. Lundbeck.

There have been two forces that have influenced me. The first is a compilation of individuals whom I have worked with in business and in the community. The second is my father. He has served as a role model for me as he has evolved through numerous careers, raised his family, and been actively involved in his community. He acts as a sounding board, never pushing his opinion, but rather helping me to further shape my own direction.

ity and responsibility, have been incredibly influential in my development as a leader. The oldest of four, I was asked to lead and take responsibility early on. My very first manager was someone who gave me lots of wonderful opportunities to engage with senior leaders early on in my career, and to learn by doing. Her generosity in allowing me to shine was something I always appreciated, and is something I strive to do with my own team now. My current manager has shown me the importance of setting high standards — even when it seems like the cards are stacked against you. Amazing things can happen when you set out to achieve the impossible.

KRISTA PINTO. inVentiv Health.

Through the years I have learned a tremendous amount from inVentiv's executive leadership team. Our organization encompasses a breadth of experience and best-in-class capabilities in clinical, commercial, and consulting. I have worked with global healthcare leaders who value my viewpoint and have taught me invaluable critical thinking skills that are associated with their domain expertise. I am able to leverage this experience to benefit our clients as they tackle critical business challenges.

PHYLLIS JARRETT-SUTTON. Cardinal Health. Throughout my career, I have been influenced by great leaders in different parts of my life and at different stages in my life. They all provided me with a picture of qualities that I believe are important to great leadership. I see these leaders as: inspirational, life learners, great teachers, and results-oriented, talent builders who lead with high integrity. They push me to step up and reach out to others, giving them a reason to join me in reaching certain goals. My leadership style is a melting pot of all that I have learned.

**LEADERSHIP
 TECHNIQUES AND TOOLS**

Rising Stars provide their best practices and tips of the trade for leadership development.

LAURA TANNENBAUM. RCW Group.

Gathering from the best and the brightest has been an ideal way to find leadership tools for my team. I've been fortunate to have several different people with different kinds of leadership styles influence how I approach work. One tool I use is to have weekly creative touch-base meetings to share experiences, look at pitch decks, explore digital innovations, and discuss great creative. The creatives leave energized and looking at the world a little differently, and are hopefully inspired by these discussions.

CONSUELLO STAHELI. Covidien.

I strongly believe in inviting debate into conversations, especially when important decisions need to be made. I will ask the team to identify the reasons we should have confidence that an initiative will be successful, then follow up that discussion by listing the reasons why we should question that the same initiative would be successful. These conversations can sometimes be difficult, especially for those who feel tied to the initiative being discussed, but with respectful and candid team debate, we avoid group-think, make better decisions, and have a clearer view of the risks involved.

JENNIFER POTTS. Bulletin Healthcare.

I would honestly recommend just being true to yourself. Stand up for what you believe in, treat everyone you encounter with respect, and let them know how valuable they are to you and your organization.

JOYL SILVA. Pfizer.

Find a sponsor, someone who is more than a mentor and who will ensure that even when you are not around, he or she is advocating on



Learn how to quickly assess the current state of your area of responsibility.

★ **SHARON BRACKEN ABBOTT**

your behalf based on your interests and desires. Mentors will help you to develop, and sponsors will be engaged to help you to the next level.

BRIDGETT CRAIG. Business & Decision.

One bit of advice that has proven invaluable is the following: as each project you are involved in is completed, as you look back on the project don't worry about all the things that were done correctly, concentrate on the things that were done wrong, not to criticize but to know what not to do the next time. Also remember the three Cs, never criticize, condemn, or complain.

KIM LEVY. Epocrates.

There is no magic leadership recipe, just a toolbox of experiences and materials that you collect over time and draw from. The best thing I can do in any organization is to support my team and that requires learning new and different ways of processing information, viewing problems and solutions, and inspiring the best in each individual. If there is one thing that has been a constant in my career it's a relentless focus on customer service, and while the definition of customer has changed over the years, it's the most important focus.

KATE OWEN. Novo Nordisk.

Leadership is about teamwork regardless of your level in an organization. No one can be all things to all people. So it's important to recognize the skills and competencies of each team member and build a team where each individual complements the others. Work through issues and successes as a team. Don't be afraid to admit you don't have an immediate answer or solution. Plan your team with a focus on what needs to be achieved in the future, not just the current state. And remember to plan for time

together, perhaps even laugh together and you will build a solid foundation of leadership.

GWEN MOORE. MD Mindset.

As a service leader, getting to the top is not the goal; the satisfaction is found in the climb. From my perspective, the keys to succeeding as a leader are straightforward. Finding talent and developing people to deliver to their full potential are critical parts of leadership. Everyone develops differently, so being able to adapt and being patient definitely come in handy. Be generous with your time, collaborate, and be supportive. Most importantly, delegate responsibilities; this shows people that you trust them and that helps them develop further.

CHRIS ANN PATRICK. Torre Lazur McCann Healthcare Group.

The greatest challenge I have faced as I have grown into a leadership role is to learn to trust my instincts and abilities. Overcoming this challenge, however, has brought great reward and has afforded me tremendous personal and professional growth. There's no magic tool or technique for accomplishing this. It's a conscious change in your own mindset and the way you approach each day. It's about reminding yourself that you have not become a leader by accident, but, more than likely, for many good reasons, and people want your input and want to hear what you have to say — trust yourself.

KAREN OTERO. Mc|K Healthcare.

The best advice I received from a mentor is to be informed and make it a daily practice to stay abreast of market trends; healthcare is a dynamic and highly collaborative sector. I enjoy reading a variety of sources such as The Wall Street Journal, AdAge, PharmaVOICE, Harvard Business Review, the New York Times, medical journals, and digital content like patient and HCP-focused blogs. In tandem, having access to a diverse network in pharmaceutical, media, and financial industries has proven to be my most valuable asset. Case studies are helpful, but personal experiences are priceless.

JENNIFER WOLFGAM. Roche Diagnostics.

First, it's important do what's right and stay grounded. Second, focus on people; be genuine and authentic and treat people with respect; essentially, treat others the way you would like them to treat you. Third, if you really want to grow, take risks and be vulnerable. Next, find advocates who can help you recognize when you get off track and then help you find your way back. Finally, give back and be a mentor. People have invested in you, so pay it forward.

HEATHER COYLE. CDM Princeton.

With the unprecedented rate of change that's happening in our industry, today's healthcare

leaders need new approaches to help them efficiently innovate and bring new ideas and more value to their customers. One of the best tools for finding those fresh ideas is through lateral experience. Connect with people on LinkedIn who are outside of your field for their lateral experience. When you connect with well-educated and creative individuals who are not limited by your experience in your field, they won't see the restrictions the way you do, and it may inspire some truly new and innovative thinking.

SHARON BRACKEN. Abbott.

Learn how to quickly assess the current state of your area of responsibility. This means thinking about the available avenues for knowledge and input, assimilating the data into a gap assessment, and drawing conclusions. Know what a solid plan looks like; it doesn't mean you have to build the plan, but you need to know when a good plan exists so that you can seek help in building it — be it a financial plan, a process improvement plan, or an employee development plan. Communicate and engage others in delivering your plan. This is achieved through frequent, strong, and clear messaging with a variety of delivery techniques. And practice conducting assessments and providing feedback and adjustments as you execute.

JOANNE UHL, PH.D. GlaxoSmithKline.

I believe in coaching. Coaching is a valuable leadership tool that enables us to perform at our highest potential. And I encourage everyone, at all levels, to seek a coach. It is also rewarding to coach others and to see them grow and develop.

ANGEL MICCARELLI. Cramer.

Let others speak first, listen, and ask for opinions from even the most junior staff. Find out the type of relationship each person values, because these will all be different. Then be honest about your ability to match those expectations. If there is a gap, talk it through. Be a source for insight and advocacy. Be loyal. If you have a criticism, be ready to work out a solution.

CARLY KUPER. Compas.

I read everything I can get my hands on. Business and leadership books obviously offer insights, but I also find inspiration and techniques from other things I read. News sites give me context around what's going on in the world and how it may affect business. Novels and blogs about people whose lives are different than mine help me empathize and understand other points of view. And overall, the stress relief I get from reading revives me so I can focus on creative problem solving. PV

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LEADERSHIP QUALITIES

Rising Stars define the attributes of great leaders.

JOANNE UHL, PH.D. GlaxoSmithKline.

One of the most important leadership traits for me is authenticity. We all have something to bring to the table, and I believe that we form relationships, engage with others, and build trust when we are authentic. Being a leader is about having the courage to be yourself.

KATE OWEN. Novo Nordisk.

Authenticity, commitment, and generosity are important to me not only in my work but in how I live my life. Authenticity is about revealing yourself and your intent so people can believe in you. When they believe in you they are more likely to walk with you in times of difficulty. Commitment is about never asking others what you are not willing to do yourself. And always do your best. Generosity is important as a leader; you need to give the gift of time whether it is to evaluate a decision, propose a direction, or give back to your people through mentorship and development. Sometimes, it is that gift that is the most beneficial and rewarding.

CHRIS ANN PATRICK. Torre Lazur Healthcare Group.

Throughout my career, I've been fortunate enough to learn from many talented leaders. While their work styles and personalities differ, the traits that make them great leaders are consistent: thoughtful, yet decisive, honest, tenacious, because you may not always get it right the first time, championing their teams, and exhibiting grace under pressure. Great leaders are always open to learning from those around them, and they recognize that, as a leader, every day is an opportunity to offer encouragement and mentorship to someone in some way. That's one of the greatest perks of leadership.

KIMBERLY PLESSALA. Bench International.

My uncle spent his career as a transitional CEO for companies like Mattel. I remember him saying to me, a leader is simply someone who has the courage to make a decision. I agree with him, but I have some additions. Great leaders should hold a fine line between courage and humility; the courage to make decisions and stand behind them, but the humility to listen to those around him or her. Arrogance and dogmatic decision-making does not a leader make. I would like to believe emotional intelligence is the common trait

among all great leaders. Great leaders inspire those they lead to emulate their behaviors and if you are really lucky, they are generous enough to share and teach those behaviors to those who are smart enough to listen. I think importantly, leaders should trust in the team they have built and allow that team the freedom to operate. Leaders should focus on more strategic opportunities — anticipating the future, critically assessing situations, clear communication and goal setting, making tough decisions, information sharing, and embracing change. Leaders have to trust their organization to see that trust returned.

SHARON BRACKEN. Abbott.

Great leaders are fully engaged in the purpose and performance of their business and, equally important, in the contribution and success of the people with whom they work. They listen, ask relevant questions, seek input, and provide appropriate feedback. Great leaders strive for continuous improvement by understanding the current state of their area, prioritizing quick wins, and defining an effective strategy. One of the most important traits in great leaders that I know is that they recognize the value that each individual brings to the table and are able to combine their collective strengths to ensure the best outcome.

HEATHER COYLE. CDM Princeton.

There are leaders and there are those who lead. Leaders are people who hold positions of power or authority, but those who lead inspire us. We follow those who lead not because we have to, but because we want to. There are several leadership qualities that I most often attribute to those who lead, including: providing an inspiring vision and purpose and living it passionately; systematizing relentless innovation; encouraging entrepreneurial creativity and experimentation; supporting smart risk taking and embracing failure; coaching their people to greatness; motivating, inspiring, and energizing people as well as recognizing their achievements; being humble and selectively revealing their weaknesses; practicing tough empathy; always acting with integrity; and making work fun.

JENNIFER WOLFGAM. Roche Diagnostics.

The most important quality for successful leadership is to be respectful of others and authentic in interactions. First of all, that means you have to be genuine and be true to who you are. But as you grow as a person and in leadership roles, you need to learn how to adjust the way you interact with people and show them respect as individuals and recognize that not all people are motivated in the same way. I call it being yourself more — with skill.



The most important quality for successful leadership is to be respectful of others and authentic in interactions.

★ **JENNIFER WOLFGAM**
ROCHE DIAGNOSTICS

KRISTIE MADARA. UCB.

The foundation of a great leader is always strong character and unwavering integrity. She must be committed to the cause and believe wholeheartedly in the organization's mission. With a solid vision for how her group can positively impact that mission, great leaders motivate and inspire others to believe they can achieve it. Leaders are sometimes called on to be bold and brave — even when they don't have all the answers. A large dose of humility and a sense of humor always help. Most importantly, a great leader should laugh early and laugh often — especially at herself.

NADINE LINDLEY. Lundbeck.

To me, leaders are defined by: their integrity; actions consistent with their beliefs and principles; trusting and empowering their employees to do fabulous work; and having clarity of the relationship between their business and the customers they serve.

SUSAN HUNDLEY. Quintiles.

Passion is a term that is often overused, but it is what drives us toward goals. Passion forces

Great leaders are always open to learning from those all around them, and they recognize that, as a leader, every day is an opportunity to offer encouragement and mentorship to someone in some way.

★ **CHRIS ANN PATRICK**

TORRE LAZUR HEALTHCARE GROUP

One of the most important leadership traits for me is authenticity.

★ **DR. JOANNE UHL**

GLAXOSMITHKLINE



Authenticity, commitment, and generosity are important to me not only in my work but in how I live my life.

★ **KATE OWEN**

NOVO NORDISK

us to find new ways of viewing issues, challenges, and opportunities. It also keeps us from being discouraged in tough times. As leaders, we have to make sure integrity is fundamental. It makes all decisions easier when this is at the core of all we do. Altruism is also important. When we think of the needs of others — customers, patients, employees — and work to meet these, we help build stronger teams and alliances that return more on the initial investment.

TAYLA BLOUNT. Havas Worldwide Health
A great leader possesses the following traits:

vision, ambition, passion, courage, focus, perception, and compassion. The most important leadership quality is the ability to communicate effectively, particularly as it relates to the communication of a shared goal and the plan/progress toward achieving it. Equally important is the ability to cultivate a healthy environment and empower oneself and others to produce the best work.

CONSUELLO STAHELI. Covidien.

This is a long list that starts with my parents, and fortunately, continues to grow. Early in my career I worked among very strong leaders who understood the value of developing people. They would share their thought processes with me, bring me to meetings with senior leaders, discuss office politics, share favorite books or articles, and give me stretch assignments while continuing to coach me. Watching great leaders in action is another important way to learn; it surprised me that some of the best lessons sometimes come from unexpected places if you are paying attention. For example, I certainly never thought that I could take strategies that work with my children and have them be successful in an office environment, but they oftentimes are.

JENNIFER POTTS. Bulletin Healthcare.

A great leader knows how to lead with grace and poise, make quick decisions, and lead her team with respect and transparency. I think respecting all team members is hands down the most important attribute of a successful leader and is vital in building trust and commitment to the team's goals.

SUSAN DORFMAN. Communications Media Inc.

For me, there are five key traits or leadership qualities that come to mind. First, leaders must have vision and share dreams. Everyone knows that as a leader, you have to clearly see





I'm lucky to have many people who believe in me.

★ **SHANNA POTTER**
BIG COMMUNICATIONS



A great leader is one who is excited by a new challenge; can decisively determine a path forward then get out in front of a team; convey a solid vision and rationale; and inspire people to want to work hard toward a common effort.

★ **PEGGY MCKINNON**
CUBIST PHARMACEUTICALS

what you want to achieve and believe it can be done. However, without others helping you carry out that vision, it may as well be a dream, as you cannot lead and no one can follow. As such, it is key to share that vision with others, and allow them to put a little something of themselves in that vision and watch it grow. Second, leaders must have passion and must not fear. Most people will believe in you if you can clearly show that you believe in yourself in achieving something greater than you. That passion, that belief, that lack of fear of the unknown are things that sit inside all of us, and come through in the excitement of our voices, the fire in our bellies, and the glimmer in our eyes. They are what make others believe in us and in our dreams, share our vision, catch our bug, and work effortlessly with us toward achievement. Third, leaders must be decisive and must understand the impact of every decision. Leaders have to be analytical yet not overanalyze or get paralyzed by information. They must be decisive, and know how to make decisions quickly, but not hastily. They must be committed to the decisions they make, but not be rigid — as they must be able to quickly see and acknowledge mistakes and rapidly shift direction if needed. And most importantly, leaders must be thoughtful about the decisions they are making and the impact and implications every decision made will have on the people and business around them. Fourth, leaders must be team builders and know how to select and work with teams. We all know that great leaders must develop a great team with different skill sets and personalities that are needed to turn a vision into reality. While the concept of team building seems simple, it is not always easy to know how to select a team of varying personalities and skill sets and ultimately give them the power, freedom, and alignment they need to succeed. Leaders lead, but they also follow, serve, listen to, and care

Being committed to the work and the business, and sharing that with others makes for a truly great leader.

★ **SUSAN DORFMAN**
COMMUNICATIONS MEDIA INC.

about their team. Fifth, and most importantly, leaders must give credit, must show gratitude, and must be fun. For me, giving credit to people for ideas, work, and efforts is critical. People want to be acknowledged, thanked, and rewarded, and I enjoy doing that for them. I also believe that having fun, sharing tasks, relieving burdens and roadblocks, and knowing how to laugh and make people laugh in stressful situations, goes a really long way. That to me is the most important part of leadership — and one too often overlooked.

PEGGY MCKINNON. Cubist Pharmaceuticals.

Key traits among leaders whom I respect include passion, enthusiasm, and confidence. A great leader is one who is excited by a new challenge; can decisively determine a path forward then get out in front of a team; convey a solid vision and rationale; and inspire people to want to work hard toward a common effort. In our business, where innovation is critical, I have been most inspired by leaders who embrace and support a growth mindset and encourage people to stumble a little on the way to learning and excelling when blazing down a new path or attempting new tasks.

LAURA TANNENBAUM. RCW Group.

I have found that great leaders are those who inspire you by what they say, how they say it, and most importantly what they do; they lead by example. The most important leadership quality one can have is inspiring others to do great work that they are then proud of. Great leaders inspire with their passion, respect, loyalty, hard work, and knowing that they would never ask more of others than they would do themselves. Being committed to the work and the business, and sharing that with others make for a truly great leader.

RACHAEL ENGLAND. CryerHealth.

There is a difference between effective management and true leadership. A manager gets things done by virtue of position; a leader decides what is to be done, gaining authority from influence and character. The confidence that allows for decisive leadership hinges upon intimate self-awareness — understanding, accepting, and operating within the boundaries of personal strengths and weaknesses. Great leaders display not only a core proficiency of



The foundation of a great leader is always strong character and unwavering integrity.

★ **KRISTIE MADARA**
UCB

their business, but also vision-driven tenacity, willingness to take risks, unwavering integrity, and reliability.

Rising Stars pay tribute to those who have played a role in their leadership development

NANCY KONNERTH. Forest Laboratories. I feel I have grown from the many talented individuals whom I've encountered in my career; this includes my colleagues at Forest. There is, however, an individual for whom I first started working in 1987 and currently work for today who for me is the definition of a great leader: June Bray, senior VP, regulatory, at Forest Research Institute. June is a great role model for all, leading by example. I apply what I have learned from her not only in my professional but also my personal life. I consider her not only a professional colleague but a true friend.

SHANNA POTTER. Big Communications. I'm lucky to have many people who believe in me. I learned from my parents to pursue my dreams; my husband that taking risks and having a sense of adventure is the way to think outside the box; Lisa Stern, that good leaders are kind, positive, champions of change, detail-oriented, solution-oriented, creative, effective communicators, and team players; Jen Janus, that accomplishing stretching tasks equals growth; Dawn Palace, to trust my instincts even if unsure of my next steps; and Caryn Rainey, to look at the big picture for what's best for the organization. I hope to pay forward what they've all given me.

I was fortunate to meet my mentor, Sandra Casey Buford, Ph.D., early in my career. She played an important role in shaping my image of leadership.

★ **ANGEL MICCARELLI**
CRAMER



I feel I have grown because the many talented individuals whom I've encountered in my career; this includes my colleagues at Forest.

★ **NANCY KONNERTH**
FOREST LABORATORIES





I believe every experience and all the people in your life affect how you grow as a person and as a leader.

★ **KAVYA GOPAL SANDOZ**

One of the most effective leadership techniques is to take a personal interest in the professional development of others.

★ **RACHAEL PERSON ROBERTSON**
PWC

ANGEL MICCARELLI. Cramer.

I was fortunate to meet my mentor, Sandra Casey Buford, Ph.D., early in my career. She played an important role in shaping my image of leadership. Dr. Buford always expected the best in us — both in terms of expecting the best work and assuming the right intentions. She was meticulous about giving credit, constructive in providing criticism, and inspiring in her quest to continually learn and grow. As a young mother, I saw that it was possible to be a force in the organization without sacrificing my family. Her compassion, intellectual drive, and loyalty led our team to great results. Twenty years later, Dr. Buford is still my friend and role model.

CARLY KUPER. Compas.

No matter where I am in life, my parents always seem to know the right advice to give. They both had successful careers and are able to provide counsel from the perspective of two people with decades of experience who share my pain and triumphs. They are my biggest advocates and toughest critics. I think being a leader is about finding ways to help others succeed, and everything they have ever done for me has been an example of that.

KATIE MURTHA. CAHG.

Leadership was in my blood long before I entered the workforce. My mom runs her own 30-plus-year-old thriving dance studio. My dad owns a contracting business and is a serial entrepreneur on the side. My grandfather started his own heat-treating and plastics business almost 40 years ago, and the list goes on. Everyone who raised me is a leader, so I've had the great fortune to learn from the best from a very young age.

ALEXA BEAVERS. Boehringer Ingelheim.

Over my career, I watched different leadership styles, which has shaped my own view on leadership. Three people have influenced me in recent years. My coach Roger Thorne, managing partner at Hudson Gain Corp., coached me to emerge from a tactical manager into transformational leader by encouraging me to take risks and articulate a compelling vision. My mentor Cathy Martin, executive director of human resources at Boehringer Ingelheim Chemicals, is someone I confide in and learn



My colleagues in the HBA have been instrumental in my leadership development by providing me with exemplary models for success.

★ **DR. CAROL SABOURIN**
BATTELLE

from. Cathy calibrates my ideas and accentuates my strengths. She exposes me to ideas and people that bring new opportunities. And my leader Prof. Dr. Manfred Psiorz, president and CEO at BICI, is an exemplary leader and a model I aspire to. Manfred's curiosity and challenging nature inspires me to turn over every rock in search of the best solution.



My dad's legacy of servant leadership shapes my life.

★ **DONNIA SOOKLAL**
ERNST & YOUNG

CAROL SABOURIN, PH.D. Battelle.

My company, Battelle, and its outstanding employees have played a key role in my leadership development. As a company, Battelle truly believes that all employees can and will succeed. I have been offered opportunities to excel in science, program management, and business development. In addition, my colleagues in the HBA have been instrumental in my leadership development by providing me with exemplary models for success.

MARIANNE MCGOWAN NUGENT. Publicis Touchpoint Solutions.

My father played a key role in my leadership development. From an early age, he encouraged me and my siblings to be participants in life — not just spectators. That meant getting involved and taking ownership in whatever we did. He lived by example. He was not only president of his company but chaired several community boards. I learned not to take the easy way out because you end up having to do it over to get it right. Throughout my career, I've been blessed to have had leaders who shared the same qualities my dad exhibited.

AMANDA ROADES. McKesson Patient Relationship Solutions.

My father, Lanny Cook, was a high school coach who impacted thousands of young people's lives through his caring example of devo-

tion, mutual respect, and hard work. He was not only a coach, but a role model for those who wanted to go into the teaching profession, a "father" to those who weren't blessed to have a positive influence, and a forever mentor who kept in touch with his students throughout their lives. His selflessness was his testimony, and his life was living proof that the seeds you plant today are reaped tenfold tomorrow. His example of leadership impacts my life daily.

SUSAN MARKHAM. Insigniam.

My father believed anything was possible, living every minute to the fullest, squeezing every drop out of life with humor, compassion, and doing the right thing. A larger-than-life character, he played a bigger game than he knew how to win, and always was a winner no matter the outcome. He left people with a smile on their face and a renewed sense of possibility. He believed that for true leaders, there is no distinction between work and play and passed that belief on to me. His legacy lives in my success and I am paying it forward.

ANDREA RINKEWICH. Saatchi & Saatchi Health Communications — NY.

I have been fortunate enough to have mentors both professionally and personally who embody an ability to inspire. They have helped me to recognize my own potential and have significantly shaped my leadership approach today. As they did, I try to lead by example and look to inspire others to believe in themselves.

KAVYA GOPAL. Sandoz.

I believe every experience and all the people in your life affect how you grow as a person and as a leader. But I think my greatest influence has been my parents. The building blocks of being a good leader are also the basics of being a good person and living your life as someone with whom other people want to associate, and no one has shown me how to be the best person I can be more than my mother and father. And I am still learning from them today.

DONNIA SOOKLAL. Ernst & Young.

My father has played a pivotal role in my leadership development — when someone believes in you unwaveringly, it becomes a game changer. He taught me to seek significance and not just success, so I measure progress by the impact I have in business, in relationships, and in life. He taught me to swim upstream, buck conventional wisdom, and to have the courage to pursue my passion. He taught me that failures are the threshing floor of life, where the lessons learned and character built are necessary to walk in success. My dad's legacy of servant leadership shapes my life.

MARY PUNCOCHAR. Bayer HealthCare.

I have had the honor and privilege to work with many amazing leaders and this has played a significant role in shaping my leadership effectiveness. Some of these leaders include the manager who first gave me the chance to lead people and my current leadership who have opened development opportunities for me to raise my game in amazing ways. And these leaders are also in my family, specifically my mom and husband. This question makes me think of the Academy Awards; when winners accept the award it is really about receiving the award on behalf of so many that have shaped them.

LISA LOGAN. The Planning Shop International.

There are several women who have been influential in helping me develop my leadership skills, but my most important role model would be my amazing mother. On top of having six children to tend to at home and a full-time job as a first-grade teacher, she returned to school to get her second masters in administration. She is now the principal of an elementary school in Rochester, N.Y. Through her strong leadership skills and ability to motivate others, she's done a wonderful job in leading the school to top test scores in the last year.



I have had the honor and privilege to work with many amazing leaders and this has played a significant role in shaping my leadership effectiveness.

★ **MARY PUNCOCHAR**
BAYER HEALTHCARE



I am most inspired by the phenomenal teams of staff members and peers I have been blessed to lead and work with throughout my career.

★ **LAURA QUEEN**
TEVA PHARMACEUTICALS

ERIN ROSSI. Palio.

I've been very lucky to work with several brilliant thinkers with various talents and it's been all I can do to try to absorb the positive qualities of each one. I started my career assisting a brilliant creative director, who had impeccable taste in design and a sharp eye. He constantly took the time to show me a great design or to discuss one of the many ideas he was brimming with. I often recall his passion and effortless guidance as inspiration in my current position. Today, I find myself lucky to be surrounded by several amazing talents, natural mentors who all inspire and challenge me to push myself and to open my mind to new possibilities.

JEANNE BLANCHARD. Ogilvy
CommonHealth Medical Marketing.

My parents, Dave and Donna Buchner, have been my strongest inspiration in my personal life. I am grounded because of their love and their example. I learned to live each day with respect for others and, most of all, with respect for myself. I believe that is the foundation of my strong leadership capabilities. My professional role models are Darlene Dobry and Scott Watson. They continue to inspire me on a daily basis. Darlene possesses intelligence, is capable of innovative thinking, and has a strong and resilient work ethic. Darlene has inspired me in many ways. She consistently inspires me with her enthusiasm. Each and every day she

I have been fortunate enough to have mentors both professionally and personally who embody an ability to inspire.

★ **ANDREA RINKEWICH**
SAATCHI & SAATCHI HEALTH
COMMUNICATIONS — NY

brings to the business a strong drive that is contagious. Although her accomplishments are many, she is continually pushing herself, me and her teams to strive to do the best work we can do. Darlene's favorite quote is: "If we just get through this, everything will be fine." This quote summarizes the inspiration I have found through working with her for more than 20 years. Scott's creativity and strong work ethic make him one of the most successful leaders in the industry. He encourages me to be bold in terms of my work quality and leadership. His innovation and perseverance allow him to be an inspirational leader. His sense of humor and direct communication style have allowed us to form a very strong and dynamic relationship, and we are able to learn from each other in our leadership roles.

TINA LARSON. Genentech.

I have been very fortunate to work for and be mentored by many great leaders at Genentech.

Collaborating and gaining alignment up front can help ensure your mutual success.

★ **SUSAN ZIENOWICZ**
ROCHE DIAGNOSTICS

Beyond that, the most consistent influence throughout my career has been my husband. He gives me confidence in my value, supports my career priorities, listens to my struggles, and provides me with some very practical tips from his work as a teacher. I cannot imagine developing as an effective leader without his support.

LISA GALLO. Rosetta.

Rosetta offers a unique environment in which a person can grow as a leader by working directly with the most senior members of the company on a day-to-day basis. In my case, Patti Habig, partner account management, and Shannon Hartley, managing partner healthcare, have been instrumental in my growth as a leader within Rosetta and project management. Their knowledge and dedication are truly inspirational.

BECKI MORISON. Eli Lilly and Company.

My grandmother plays an important role in my life and in my leadership development. She was a very progressive woman in the mid-1900s, both because of her passion for doing what was right and by necessity. I listen to her courageous leadership stories and often talk to her about her decisions to march with Martin Luther King, or take on work during the World War II, or actively work for the poor during her own times of distress. I tell her I am inspired by her leadership, and she stops me every time and says, “it doesn’t always feel like leadership when you’re in the midst of it — you are just doing what is right and what you have to do.” This thought occurs to me when I am making tough decisions and feeling like I might be standing alone in my decision. My grandma taught me that leadership can’t truly be appreciated prospectively, but only by reflection and in contrast to all the other choices we could have made.

LAURA QUEEN. Teva Pharmaceuticals.

I have had a wealth of great leaders to learn from in my career, including the wonderful leadership team at Teva, each having left some important and indelible mark. I am, though, most inspired by the phenomenal teams of staff members and peers I have been blessed to lead and work with throughout my career. Their courage to share thoughts, dreams, aspirations, observations, mistakes, failures, triumphs and tragedies, and critical judgments



and “suggestions for improvement” continue to fuel my developmental journey. I thank each and every one of them.

JODY COHN. LLNS.

There have been a number of people throughout my career who have influenced my leadership development. I can attribute my Rising Star nomination to the invaluable mentorships of Ernie McCarren, Christine Clark, and Peter Zagorin, all of whom have set incredible examples for me to follow. However, my mother, Roz Cohn, has had the most profound influence on my development. As a working mother with a successful career, her enthusiasm and commitment drove her success, despite the challenges of balancing family and job. A savvy leader in business, as well as at home, my mother taught me how to manage and enjoy my two greatest loves — my family and my work.



The HBA has been an integral part of my leadership development.

★ **JENNIFER BRUNNER**
CARDINAL HEALTH



Never underestimate the value of details.

★ **ERIN ROSSI**
PALIO

My leadership development comes from a 360-degree view. We all get top-down feedback, but feedback from peers and my teams have had a powerful role in shaping me as a leader.

★ **JENNIFER MALATESTA-JOHNSON**
DELOITTE & TOUCHE

CHRISTY BARLOW. Watson Pharmaceuticals. I have had many influential leaders over the last two decades. However, the one who has been most influential is Greg Frederick, my area business director at Watson. Greg's vision of my new role as a managed care specialist has allowed me to develop and implement a plan for this newly created position. He has guided me as the role has evolved, and provided invaluable coaching along the way. Greg has given me great latitude in the direction of the position while still offering helpful input at critical junctures. Without Greg's vision and direction, the managed care specialist's role would not have become the critical conduit between the field and the managed markets that it has become.

Rising Stars provide their recommendations on leadership tools and techniques.

KRISTA PINTO. inVentiv Health. Strategic prioritization is a good technique, and one that can apply in all aspects of life, both professionally and personally. Sometimes it all feels a bit overwhelming, but if you take the time to pause and map out your best possible plan of attack, it always pays off. Next is plan and structure your communications. Take the time to think through your communication cascade — both within your internal organization and with clients. Your business partners need clear and concise communications, but with careful balance to avoid overdoing it.

My leadership development has come from a combination of good mentors, reading books on leadership in business, and leading organizations and learning on the job.

★ **DR. MARTHA VINCENT**
ASTELLAS PHARMA US

MARTHA VINCENT, PH.D. Astellas Pharma US.

My leadership development has come from a combination of good mentors, reading books on leadership in business, and leading organizations and learning on the job. The mentors who have influenced me the most have been those who can define a goal and allow me to achieve the goal in my own way. They respected me to be able to deliver on a goal. Being a good leader does not mean you need to dictate and control. There are more ways than one to accomplish a goal. Allow employees to be creative in achieving the goal. Too much leading can smother creativity and communication. A good leader can figure out what each of their staff needs to bring out the best in that employee.

JENNIFER BRUNNER. Cardinal Health. The HBA has been an integral part of my leadership development. I have been fortunate enough to attend the annual Leadership Conference twice over the past three years, and it is amazing. First of all, seeing all the successful and smart women is empowering. Just by listening and networking, I learn a lot about how to lead and things you should do to lead better. Getting involved with the HBA has been rewarding.

LAURA RICHMAN. MedImmune. Not one leadership tool or technique will work for everyone and I believe a combination of reading, focused course work, and practicing is more beneficial than any one tool alone. One of the most important routines you can adopt is





The first step in developing a leadership style is to identify those techniques inherent in one's current approach.

★ **ASHLEIGH CHUNG**
VYNAMIC

soliciting feedback from trusted peers and mentors. Identifying a strong and honest mentor can be the key to your leadership growth.

MARIANNE EISENMANN. Determinus, part of Chandler Chicco Companies. Know your team and identify the strengths of the individuals on your team and play to

them. Don't frustrate yourself and others by setting expectations that won't be met. Be visible and don't hide behind your computer — great insights and ideas surface when you walk away from your desk and interact informally with colleagues. Paint the big picture and motivate people by showing them how their assignment is contributing to the larger goals of the organization. Collaborate and share; this expands creativity, results in better quality, and helps avoid mistakes. Keeping your work close to the chest is ultimately a road to failure. Acknowledge mistakes, but don't be afraid to make them. There is a lot to be learned from failure.

KIMBERLY METCALF. Celgene Corp. The fundamental leadership tools I use include: DiSC, Situational Leadership, Oz Prin-

ciple, and Talents Based Leadership. In my humble opinion, clear understanding and application of each of the programs provide very sound fundamentals for developing as a leader. I strive to be a servant leader and work to create self-managed teams. Daniel Pink's book, DRiVE, is one of my current favorites. His explanation of The Three Elements: Autonomy, Mastery and Purpose is insightful and has been incredibly helpful to me as I work to create a positive, productive working environment for my team.

ASHLEIGH CHUNG. Vynamic.

The first step in developing a leadership style is to identify those techniques inherent in one's current approach. Further exploring your natural style while experimenting with complementary techniques outside your



The fundamental leadership tools I use include: DiSC, Situational Leadership, Oz Principle, and Talents Based Leadership.

★ **KIMBERLY METCALF**
CELGENE CORP.

comfort zone enables you to develop a well-rounded leadership style while also identifying the appropriate tools to further evolve.

JENNIFER MALATESTA-JOHNSON. Deloitte. My leadership development comes from a 360-degree view. We all get top-down feedback, but feedback from peers and my teams has had a powerful role in shaping me as a leader. These 360-degree tools are readily available or you can ask a mentor to perform one on your behalf. The results can be affirming, surprising, or curious, but all serve to drive your self-awareness as a leader. I also find every opportunity to be around smart, passionate leaders, however humbling. I was once asked by a mentor: “are you the kind of person that is delighted or disappointed when you are the smartest person in the room?” I believe it’s better to be the latter.

LESLIE SANDBERG ORNE. Trinity Partners. It’s important to listen before you leap. Great leaders have empathy, and in order to lead, they need to first seek to understand, then to inspire. As a consultant, I know that there is more power in effective listening and thoughtful interpretation, rather than being the loudest voice in the room. Each person you meet is driven by different motives and needs a different approach. Once you have learned to flex to meet this range of demands, you will be unstoppable.

KIMBERLY PLATTEN. Cegedim Relationship Management.

I have three recommendations regarding leadership tools and techniques. First, reinvent yourself and invest time in yourself in what makes you happy so you can stay motivated and continue to have passion to fulfill your vision. Second, look at problems as opportunities to improve your leadership skills; you will prove to be a leader if you are able to effectively turn around a problem. And three, listen, which is especially important when it may be something you do not want to hear. This can be your most effective tool to grow as a leader.

SUSAN ZIENOWICZ. Roche Diagnostics.

Tools such as focus groups and skip-level meetings enable you to get invaluable, unfiltered insights from all levels of employees about what motivates them and what causes challenges on a daily basis. To make these feedback tools work, you have to make yourself available, be approachable, and make sure you don’t betray anyone’s trust. Another tool that helps with effective communications is stakeholder analysis, the process of assessing what ancillary groups in the organization might be affected by some action your team plans to take. Collaborating and gaining alignment up front can help ensure your mutual success.

RACHAEL PERSON ROBERTSON. PwC.

One of the most effective leadership techniques is to take a personal interest in the professional development of others. By investing in others, you create a sense of loyalty and encourage those around you to join you in achieving in your common goals.

LAURA SCHWIETERMAN. Bayer HealthCare. I have found Stephen Covey’s The 7 Habits of Highly Effective People an incredibly helpful tool when shaping my leadership philosophy. Two of my favorite habits from Covey are “begin with the end in mind” and “seek to understand, then be understood.” These habits also tie back to my belief that a great leader sets a clear vision and establishes clear communication across her team. If one begins with the end in mind, you have tremendous clarity for your vision. When seeking to understand first, you take into account the point of view of your team members first, which creates a more diverse and creative environment. In turn, as you seek to be understood, you have the ability to shape your decisions while taking the ideas and suggestions of your team members into consideration.

MONICA HEUER. CFAR.

I have found several leadership tools and techniques that help improve communication as both a leader and a team member. Two techniques in particular have helped me make the tacit explicit — interest analysis and decision charting. Interest analysis is a simple way of thinking about how to move beyond the positions we take and find common ground by focusing on the shared interests. Decision charting is a tool for identifying the roles and expectations we have of other people to improve collaboration and reduce ambiguity. I use these tools on a daily basis and find they have helped me become a stronger, more effective leader.

COLLEEN KATZMAN. JUICE Pharma Worldwide.

There’s no monopoly on great thinking — great ideas can come from anyone, regardless of title or experience. Being inclusive and empowering sets the stage for a winning team, creating a culture where people feel their voices have been heard and that they’re part of a solution that effects positive change. It not only builds teams, it builds confidence.


ERIN ROSSI. Palio.

I would advise others to listen, have patience, and give your time to others who could benefit from it. Sometimes the small moments given can make the biggest impact, even recalling a slight detail. Never underestimate the value of details.

MARY PUNCOCHAR. Bayer HealthCare.

“If your action inspires others to dream more, learn more, do more, and become more, you are a leader.” — John Quincy Adams. Currently a few resources I am leveraging to raise my leadership game include Distance Manager by Kimball Fisher and Mareen Duncan Fisher; Corporate Athlete Training — Human Performance Institute Orlando, Fla.; and a Cross Connections mentoring program.

NADINE LINDLEY. Lundbeck.

Pursue your interests — both in and outside of work. Learning and gaining experience from your personal interests are applicable in business and vice versa. The balance that can be maintained makes life more interesting and fun. Second, be open to new learning. For me, I seek learning in every facet of my life and use that to continually challenge and engage myself. 

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