

HBA Advantage

Fall 2016

The Magazine of the Healthcare Businesswomen's Association

Achieving gender parity



Second generation
bias

Closing the
confidence gap

Leadership competency
framework

Gender partnership





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Gender partnership

by Carol Meerschaert

Mission critical: achieving gender parity



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and communications
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This year our CEO **Laurie Cooke** celebrated 10 years at the helm. I've had the delight to serve as editor-in-chief of this publication for half that amount of time. Since 2011, the HBA membership has grown by more than a third. We have a new mission committed to:

- **achieving gender parity in leadership positions**
- **facilitating career and business connections**
- **providing effective practices that enable organizations to realize the full potential of their female talent**

We're thrilled to be able to offer more programs and services from our flagship events to our webinar series and have this publication support these efforts. And we do this all in the name of gender parity.

This year, we introduced a goal of gender parity via gender partnership. According to Rayona Sharpnack, CEO and founder of the Institute for Gender Partnership, gender partnership is "when every member of your team works productively with every other member, regardless of gender. Men and women learn from and leverage each other's special skills and talents. Creativity, productivity and decision-making are no longer hobbled by miscommunication, misunderstandings or unconscious bias."

Leading companies in healthcare discussed this concept at our Building Better Business Connections (3BC) event earlier this year. See the article in this issue—Gen-

der partnership—on page 26. To further this work and support individuals and companies, the HBA created the Gender Partnership webinar series. I encourage you to subscribe to this series and review the recordings at <http://www.hbanet.org/hba-announces-gender-partnership-webinar-series>.

To address the issues that block us from achieving gender parity, this publication offers articles on second generation bias and closing the confidence gap. In addition, please see our archives at <http://www.hbanet.org/hbadvantage> for past articles on:

- **Gender parity: Sticky floor**

Unsticking the floor: How we can open the discussion around the root cause of gender-pay discrepancy and close the gap from bottom to top

- **Male leaders on the topic of getting more women into leadership positions**

The male perspective on how women and get, and stay, in seats of influence in healthcare

- **Women on boards and in the C-suite**

Creating a culture of inclusivity and meritocracy for greater diversity and stronger governance

- **What a sponsor can do for you**

The impact of a professional advocate on your career

As always, I welcome your input on future topics and how the *HBAAdvantage* can support your quest for gender parity.

Contents

Letter from the editor	3
Letter from the CEO	4
Second generation bias.....	6
Confidence gap	14
HBA leadership competency framework ..	20
Gender partnership	26

HBAAdvantage

The Magazine of the Healthcare Businesswomen's Association

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HBA strategic plan in action

by Laurie Cooke

Together we can reach our goal



Laurie Cooke, RPh
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The Healthcare Businesswomen's Association's refreshed mission and subsequent strategic plan has been in place throughout 2016. As we move toward our goal of gender parity through gender partnership, we can look to current research to see where we are.

McKinsey's annual Women in the Workplace report on the state of women in corporate America shows that in 2016 women still fall behind men at every career stage. Women start at a lower salary and are promoted at lower rates. The report also states that women are less likely to receive the first critical promotion to manager—so far fewer end up on the path to leadership—and they are less likely to be hired into more senior positions. Women also get less access to the people, input and opportunities that accelerate careers. As a result, the higher you look in companies, the fewer women you see. And, despite modest progress since 2015, women remain underrepresented in the corporate pipeline. At every step, the representation of women declines, and this does not appear to be the result of company-level attrition.

Seuss' Gender Report for 2016, focusing on the European Union, showed that gender parity is improving. The average female representation on corporate boards in the EU is now nearly 18%, double what it was in 2003. The change in Europe is directly attributable to quotas. Seuss reports that between 2010 and 2012, a number of European countries, including France, Italy, the Netherlands and Belgium, began legislating the quota question. In these

countries, it has effectively become illegal to fail to have a state-set minimum percentage of female representation on corporate boards.

Gallup's Women in America Work and Life Well-Lived report shows that in 2016 we still see that outdated company cultures and policies affect women personally and professionally. Gallup reports that 60% of women rate greater work-life balance and better personal well-being as a "very important" attribute in a new job. Organizations that don't create cultures that enable women to maximize their full potential, in and out of the workplace, will not be able to keep up with employers that offer more choice and flexibility and greater trust and transparency.

But the great news is that women who aspire to leadership positions are unlikely to be deterred by job demands in the upper levels of leadership.

We are not satisfied. We are working toward gender parity in leadership positions. We are partnering with organizations and companies that have parallel missions and vision. We are working to develop women so they are ready to take the most senior roles. We are convening companies to discuss the impediments and solutions to achieve our mutual goals. We are working with our Corporate Partner companies to uncover hidden bias, build gender partnership and laud those individuals and organizations that get it right.

I encourage you to be part of the transformation. Join us. Attend our events. Become a Corporate Partner. Volunteer. Together we can reach our goal.



WHAT'S NEXT

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A BORDERLESS SPIRIT
OF INNOVATION



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Second generation bias

**Unearthing the subtle
but powerful barriers
to moving the
gender parity needle**

Must have biopharma experience.” These four words nearly kept Sonya Zilka from applying for the position of vice president, human resources at Actelion. Despite having every other qualification listed in the job description and an impressive resume by any standards, she felt she could not apply because she lacked the industry-specific experience. It wasn’t until her friends encouraged her to contact the company and ask if they would consider her anyway that she took that step—and ended up getting the job.

“I realize, looking back, that as a woman, you read the job description and, if you don’t check every single box, you say, ‘Oh, I’m not going to apply because I don’t have all those things.’ But I know plenty of men who would say, ‘I have 80%. I’ll just throw my hat in the ring,’” Zilka says.

**Barriers may be subtle,
but their impact is not**

Zilka’s story is a perfect example of just how subtle the remaining barriers to women in the workplace have become—and how inextricably tied to women’s own confidence they are.

An article in the *Harvard Business Review* notes that many CEOs who make gender bias a priority end up frustrated when their efforts don’t significantly move the gender parity



Sonya Zilka
vice president, human resources
Actelion

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Sonya Zilka

needle. The problem, the article claims, is that what remains in the way is the very subtle, and very fragile, process of becoming a leader, both in one’s own eyes and in the eyes of one’s colleagues.

For men, this process often comes naturally as they take risks and are rewarded by the leaders above them, who easily recognize their high potential. For women, it’s much more complex. The challenge, according to the article’s authors, is that women must “establish credibility in a culture that is deeply

conflicted about whether, when and how they should exercise authority.”

Perhaps nowhere is this more obvious than in the 2016 US presidential election. As *Vox* editor-in-chief, Ezra Klein, wrote in a piece on the historical moment when Hillary Clinton became the first female presumptive nominee of a major US political party, “There is something about Clinton that makes it hard to appreciate the magnitude of her achievement. Or perhaps there is something about us that makes it hard to appreciate the magnitude of her achievement.” Whatever one thinks about Clinton’s policies, he says, the reason we don’t appreciate her achievement is because she’s “good at politics in a way we haven’t learned to appreciate.” He, along with other reporters like Rebecca Traister of *New York* magazine, raise the important point that the traditional factor of charisma—of loud, confident speeches given to large, cheering crowds—that we look for in campaigning presidents is highly gendered. It isn’t Clinton’s style—and won’t necessarily work for a woman—and so she is changing the game, securing her path to leadership not through fiery speeches to large crowds, but through the slow and steady building of strong, collaborative relationships. In short, she is taking a feminine approach to fighting for the highest office in the land—an approach not yet recognized as valid.

What is 2nd generation bias?

According to researchers at the Center for Gender in Organizations (CGO), second generation gender biases are work cultures and practices that appear neutral and natural on their face, yet they reflect masculine values and life situations of men who have been dominant in the development of traditional work settings. These deeply entrenched gender-biased dynamics exist in our culture, norms and organizational practices and directly impact hiring decisions, promotions and salaries.

Finding ways to root out bias

Businesses can change this context and create a culture that allows women to become confident leaders in their own way. To do it, leaders must take a long, hard look into every corner of their organizations to find the hidden barriers. Biases can be hard to recognize, but even small changes can be highly effective.

Take job descriptions. As Zilka notes, men



We need to continue to constantly question our assumptions about the requirements of any job.



Sonya Zilka

tend to “throw their hat in the ring” even if they don’t meet all—or even most—of the criteria for a role. Women will not. The solution? Executives have found that when they revamp their job descriptions from a wish list of ideals to the actual requirements of the job, they attract more women and end up with a wider pool of highly qualified applicants to consider.

“We work at generalizing our job descriptions, shifting the focus from ideal characteristics to what is required to do the job,” Lisa van Capelle, chief human resources officer at QuintilesIMS, explains. “We also focus on the purpose of the role. The jobs here at Quintiles-

IMS are about how we deliver a quality service, and focusing on that also helps to overcome any potential bias in our descriptions.” Focusing on purpose, she notes, also attracts women to the company and helps them succeed within it—a fact supported by research showing that challenging, passion-driven work and the ability to make a difference are top motivators for women.

Evaluating performance vs potential

The *HBR* article also states that gender

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At Actelion, we give managers a structure that pushes them to ensure that they're talking about the duties of the job.

stereotypes may color evaluators' perceptions in performance reviews and leadership development tools. Noted leadership expert and author Anne Loehr further claims that while women are evaluated on their past performance, men are evaluated on their future potential—thereby reinforcing women's sense that they must prove their worth before getting the job, while men need only show a capacity for achievement.

Human resources executives agree that establishing the right measures is essential. "In the past, I've seen comments in performance reviews like, 'Great guy,' or 'Works hard,'" Zilka

says. "At Actelion, we give managers a structure that pushes them to ensure that they're talking about the duties of the job: What were the person's objectives, and did they deliver against their objectives? Did they act with integrity? Did they drive for results? Did they apply critical thinking, problem solving skills?" The company also recently introduced a new talent review process that spells out highly objective criteria for both performance and potential. "We have these materials on hand in our performance review meetings. If someone starts to go off into something like, 'Well, I don't know if that person would move,' or

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Lisa van Capelle
chief human
resources officer
QuintilesIMS



‘They have a lot of family responsibilities,’ we simply call a time out and say, ‘Let’s come back to the criteria.’”

At QuintilesIMS, the executive team focuses on three key factors in leadership evaluations: aspiration, agility and engagement. “We wanted to get away from the standard numbers-based ratings and to measure potential in a deeper, more meaningful way,” van Capelle says. “The metrics speak for themselves in terms of performance, but potential is really about the why behind those metrics. By evaluating these qualitative factors through conversations and other measures, you flip it around from what the manager thinks of the person to understanding why the person is doing what they do.” QuintilesIMS looks at factors such as whether a person is taking on cross-functional roles to measure agility and uses a 360-degree review of the person’s team to help inform the engagement review and get a picture of the atmosphere a leader is creating around her.

When it comes to aspiration, the team evaluates this fresh every year. “Being conscious of our 63% female staff, we do this to avoid marking people as never wanting that next

“When I look at the women within QuintilesIMS who are identified as our next generation of leaders, the common themes are that they’ve taken ownership of their careers, gotten out of their comfort zones, and paid the support forward to other women through programs like WIN and the HBA.”

Lisa van Capelle

role just because they may not want it this year,” van Capelle explains. This goes far in combating the all-too-often reality of women being “tracked” into roles that offer less potential for growth and reward.

Rethinking what’s essential

Much like the aforementioned job descriptions, Zilka and van Capelle say companies must also rethink some of the assumed requirements of the workplace, and the biases around them. Zilka notes the gender bias that shows up around hours spent working in the office, as revealed in a 2015 study by the Harvard Business School’s Gender Initiative. The study showed that when women leave work early, it’s assumed by colleagues that they’re off to pick up a child; when men leave early, it’s assumed they’re off to meet a client.

“We need to continue to constantly question our assumptions about the requirements of any job,” Zilka says. van Capelle agrees, adding that QuintilesIMS has a greater than 50% work-from-home environment in which performance is measured based on goal-oriented metrics rather than how, or where, works gets done. QuintilesIMS looks to further identify and address hidden bias through an employee experience survey that serves to help leadership understand what employees’ experiences are in their respective jobs.

Supporting each other

Not only is Zilka’s experience with the job application telling of subtle barriers, it’s also an example of the power of women—and men—supporting women in overcoming them. It was, after all, the encouragement of Zilka’s two friends (one a man and one a woman)

Senior women need to hook arms with each other and display our mutual support to our colleagues to ensure that it's further engrained.

that gave her the push she needed to apply.

"One thing that everyone can do is to play the role of suggester," Zilka says. For her, this means volunteering regularly to help get more women to run for political office. "Women often would never think of running for office, even if they're qualified, so I make it a point to suggest to them, 'Hey, I noticed this position is open. You should go for it.' This happens all the time for men, but is much more scarce among women."

She also makes it a practice to create a supportive environment for women who come in to present to her company's executive team.

"Often, there are more men in the room in these presentations," Zilka explains. "So I make sure that I'm fully engaged, nodding, giving positive reinforcement and just being a friendly face in that room. It's not that the guys aren't supportive, but it's that I'm there to kind of say, 'I got your back.'"

van Capelle stresses that support from senior women can go a long way in helping to remove hidden bias around perceptions of likability—that unfortunate reality that as women become stronger and more vocal, they end up being seen as less likable by both men and women. "Senior women need to hook arms



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Businesses can change this context and create a culture that allows women to become confident leaders in their own way.

with each other and display our mutual support to our colleagues to ensure that it's further engrained," she says.

At QuintilesIMS, this is bolstered by the organization's Women Inspired Network (WIN), 2013 winner of the HBA's ACE (Advancement, Commitment and Engagement) award, which works to establish a corporate culture that inspires women to be leaders across the organization. "Our WIN works to help sponsor women within the organization and to help them with our experiences and our stories and to have women leaders helping aspiring women leaders," van Capelle says.

She also concludes that, ultimately, women must take it upon themselves to seize this

support. "When I look at the women within QuintilesIMS who are identified as our next generation of leaders, the common themes are that they've taken ownership of their careers, gotten out of their comfort zones, and paid the support forward to other women through programs like WIN and the HBA."

For more on how to build the confidence to go for it, read our article on closing the confidence gap (pg. 14). ●

Editor's note: At the time of publication, IMS Health merged into Quintiles with Quintiles as the surviving company renamed Quintiles IMS Holdings, Inc. and known as QuintilesIMS.

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Closing the the *confidence* gap

How women can find their quiet confidence to be the leaders healthcare needs



few years ago, Rachelle Babin was driving to her sister's birthday party when she felt a sudden panic. Having just been laid off, what was she going to say when people asked that inevitable question of "What

do you do?" "I was mortified," Babin says. "I realized I had absolutely nothing to say to anyone."

It was in this moment that Babin also realized she had a serious lack of confidence. Though she had progressed in her career and built an impressive set of skills, without

We don't want women to lose the emotion and connectivity they have in the pursuit of gaining confidence. The ability to connect and collaborate is exactly what we need in this business where our purpose is to help people.

Rachelle Babin
president and founder
This Way Forward, LLC





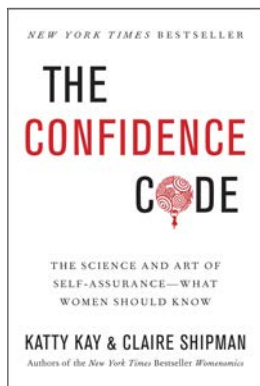
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Pfizer is proud to support the efforts of the HBA to develop the next generation of women leaders in healthcare.





Confidence Quiz

Katty Kay and Claire Shipman, authors of the best-selling book *The Confidence Code*, have developed a confidence assessment that is easy to take. But make no mistake, it's a sophisticated assessment that is based on a variety of existing psychological surveys, and some critical new questions. Please go to: <http://theconfidencecode.com/confidence-quiz/> to access the quiz.

Kay and Shipman created the quiz with the help of Richard Petty, PhD, of The Ohio State University, Kenneth DeMarree, PhD, of the University at Buffalo and Pablo Briñol, PhD, of the Universidad Autónoma de Madrid. They say it is the first survey of its kind to attempt to broadly measure confidence in women, and in the long run, they are hoping the data will yield important information about other factors that might impact confidence—such as income, geography, ethnicity and age.

The survey will also start to examine the links between self-esteem and confidence. The survey doesn't take long, about 5 minutes. And the results are instant.

The authors let you know not only how you stack up, and what you can do about it, but you'll also be contributing to a cutting-edge research project.



a specific job title, she found herself floundering to define just who she was—or what she was worth.

She is not alone. According to Katty Kay and Claire Shipman, authors of *The Confidence Code: The Science and Art of Self-Assurance—What Women Should Know*, there is a dearth of confidence among even the most high-achieving women in the United States; these are women who have made it to the very top levels of government, business, academia and even professional sports. It comes out in that nagging feeling that they somehow don't quite deserve the position they're in, in their insistence that they've gotten to where they are by luck, in the way they see small failures as evidence of being inherently not good enough. It's so pervasive, the authors refer to the “power centers of this nation” as “zones of female self-doubt.”

This is dangerous, say Kay and Shipman, because confidence matters. In fact, it matters just as much—and often more—than competence in our competitive world. And men, it seems, do not in general suffer the same self-doubt as their female counterparts. If anything, research shows men to be overly sure of themselves. So, despite the fact that women's undeniable competence has led to significant progress toward gender parity, our collective lack of confidence continues to hold us back from truly moving the needle.

What's eating away at women's confidence?

In their extensive research for the book, Kay and Shipman identified causes for this

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We need to hold a mirror up and really look at ourselves and strip away all the layers to see what we are doing to get in our own way. Then, we can create a path to remove those obstacles and start moving towards where we want to go.

female lack of confidence ranging from biology to upbringing to gender stereotypes, or what Babin calls the “constant push and pull of our own internal dialogue and external factors.”

It may be, in part, that our heightened brain activity (specifically in certain areas such as that which identifies threats), while helpful in boosting our ability to multitask and think through problems on multiple levels, can lead to anxiety, depression and a tendency to ruminate on every little thing we’ve done wrong.

Then, there’s the “good girl” syndrome. This speaks to the cycle that starts in grade school: Young girls tend to be more able to control their behavior than young boys. Parents and teachers then reward the girls for being quiet, helpful and obedient and inadvertently trigger what the authors call an “addiction” in women to gaining praise for being “good”—an addiction that discourages risk taking and standing up for oneself. There’s the fact that girls are less likely than boys to play competitive sports, especially in adolescence, which teach the skills of both striving for a win and letting a loss roll off their backs. And just in case we get past those, when women do try on a more aggressive, traditionally male confidence, it often doesn’t feel like a natural fit to us or to others—and we end up being viewed as cold, bossy or unlikeable.

What confidence looks like— and why it matters

Part of the solution to this problem is redefining what confidence looks like. And the answer, experts say, is not necessarily a picture of aggression and ambition—for men or women. Instead, it is authenticity.

Babin calls this “quiet confidence” and de-

fines it as “the steadfast awareness and trust in your inherent values, abilities, strength and direction.” Rather than focusing on how you come across to others, it’s about knowing the direction you want to go—and staying that course.

This, many experts argue, is just the kind of confidence that’s needed in today’s leaders. Babin, now an executive coach to leaders in healthcare and president and founder of This Way Forward, adds that nowhere is that more true than in healthcare. “What we don’t want is for women to lose the emotion and connectivity they have in the pursuit of gaining confidence,” she stresses. “The ability to connect and collaborate is exactly what we need in this business where our purpose is to help people.”

How women (and men) can find their confidence

When Babin realized her lack of confidence, she set out to change the situation. That’s exactly what she should have done, according to the experts Kay and Shipman spoke to. The human brain has enormous plasticity and one’s confidence level, whether the result of nature or nurture, or both, can be changed. The trick is to take action.

“We need to hold a mirror up and really look at ourselves and strip away all the layers to see what we are doing to get in our own way,” says Babin. “Then, we can create a path to remove those obstacles and start moving towards where we want to go.” To get started, Babin offers her 10 steps to confidence (see next page)—a road map she created based a combination of cognitive behavioral therapy and positive psychology and has used this tool to great success both with her clients and in her own journey. ●

10 steps to confidence

1. Create awareness. For three days, keep a journal of everything negative you say to yourself. Then ask yourself, would you say these things to a friend? The results will likely surprise you.

2. Identify alternatives. Think about what situations make you feel bad about yourself. Then ask: What happened? What was my response? What were my limiting beliefs? And what are some alternative ways I could have handled this? This process will start recreating the neural pathways needed to change your behavioral patterns.

3. Identify your strengths. To do this, you can take a validated assessment such as the VIA Strengths Assessment (found at viacharacter.org). Seeing your strengths on paper can give you a rush of serotonin (the “feel good” chemical that helps boost confidence). It also gives you a place to build from—focusing on amplifying strengths rather than “fixing” weaknesses can be a more positive way to build confidence.

4. Know your values. They are your compass. As women, we often think we must take every opportunity because we’re lucky to get it. But if you know your strengths and your values, you’ll know which opportunities are right for you.

5. Do one hard thing each day. As Kay and Shipman note, taking action boosts confidence, which inspires more action and starts a positive cycle of growth.

6. Be silent. Even if it’s just five minutes a day, give yourself the space to just rest and think. Experts also recommend a combination of restful sleep, exercise and meditation to keep your brain clear.

7. Use situational confidence boosters. Even the most confident among us get nervous sometimes. Take a few deep breaths before going into a meeting to calm your heart rate. Or do a power pose (what Babin calls your “Wonder Woman stance”) to give your confidence a boost before a big presentation.

8. If all else fails, phone a friend. Sometimes, we just can’t get out of negative thinking on our own. In those moments, call someone you know will give you the pep talk you need.

9. Rake your plate. Speaking of friends, make sure you’ve got the right people in your corner. If you have people in your life who don’t support you, remove them to the extent you can and replace them with people who lift you up.

10. Get comfortable being uncomfortable. If you’re in a situation where you can’t simply remove negative influences, confront them respectfully but directly.



HBA *Leadership* Competency Framework



In 2013, the HBA launched an ambitious initiative to identify the

key leadership competencies women need to succeed in healthcare. Through a year-long, multi-step process, led by the HBA board and a special advisory panel, we identified 12 competencies—and stratified these competencies into one of four groups each representing a core action: enlighten, empower, engage or evolve.

The board officially adopted this HBA Leadership Competency Framework in March 2014. Since then, the framework has helped to focus the organization's educational efforts on areas with the greatest potential to further the advancement and impact of women in the business of healthcare.

The framework is also being used to codify and classify HBA programs and events so that registrants can choose offerings that will help them develop the specific knowledge, skills and behaviors they need most to achieve their professional goals and career plans. In so doing, the HBA seeks to serve multiple stakeholders—event attendees, members, chapters, Corporate Partners and employers—and make a real difference through education.

Elizabeth Stueck
director of education
Healthcare
Businesswomen's
Association



Enlighten

1. Demonstrates integrity

- Adheres to ethical/moral principles; remains true to personal values
- Knows self; acts with authenticity, honesty, transparency and fairness
- Exemplifies credibility; aligns actions with words
- Models responsibility and accountability; owns successes and failures

2. Communicates effectively

- Listens with intent; actively seeks feedback and a diversity of opinions
- Brings emotional intelligence to interactions; recognizes the feelings of others
- Communicates with respect; presents with clarity, brevity, focus and impact
- Adapts communication to audience, channel, situation and purpose

3. Exhibits business and industry acumen

- Applies business skills, principles and processes; understands key business drivers
- Displays an enterprise-level

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- understanding of the healthcare system
- Stays apprised of the impact of business and industry trends, issues, tools and technology
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Empower

4. Displays professional presence

- Recognizes and controls own emotions, fears and self-doubt
- Remains composed in stressful situations; shows “equanimity under duress”
- Demonstrates faith in own judgment and abilities
- Projects confidence and competence; is calm, centered and assertive

5. Determined to achieve

- Is self-motivated; demonstrates initiative; delivers results; keeps the end in mind
- Sets goals; implements actions; measures performance; evaluates outcomes
- Perseveres in difficult situations and through setbacks; uses challenges and failures as opportunities to learn
- Manages career with intention; documents professional goals and makes interests known to key stakeholders; assesses options and creates a plan

6. Makes decisions and takes risks

- Thinks critically; acts strategically; is decisive
- Is able to maneuver in environments

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that are volatile, uncertain, complex and ambiguous

- Quantifies risk; takes action; owns results
- Identifies problems; advances solutions

Engage

7. Influences and persuades

- Affects individuals, teams, processes and decisions—with or without organizational authority
- Demonstrates political and organizational awareness/savvy; uses intuition
- Overcomes resistance; manages conflict; negotiates effectively
- Gains support and commitment from others; engages, motivates and inspires

8. Builds relationships and teams

- Is inclusive; engages diverse individuals and groups; displays cultural sensitivity
- Exhibits social intelligence; encourages and actively considers perspectives of others
- Monitors, nurtures, sustains and renews relationships; works to develop others
- Promotes collaboration; works with and through others to achieve goals and deliver results

9. Networks and ethically self-promotes

- Initiates, forges and maintains internal and external connections; establishes visibility within and outside own organization
- Creates and accesses own developmental network (advisors, mentors and sponsors)
- Develops and leverages personal brand;

maintains updated professional profile and presence

- Leverages skills and networks to advance business and professional goals

Evolve

10. Facilitates change

- Challenges the status quo/preconceived thoughts
- Identifies needs and opportunities; assesses the case for change
- Brings agility and strategic speed to the change process; is nimble, flexible and resilient
- Advocates for change and helps others adapt/move forward

11. Fosters innovation

- Sees beyond the immediate; employs visioning
- Connects disparate information; exhibits out-of-the box thinking
- Demonstrates and encourages creativity
- Translates insights into ideas and shares with colleagues and stakeholders

12. Continues to learn, grow and transform

- Seeks experiences and opportunities to improve knowledge, skills and behavior; remains a life-long learner
- Exhibits learning agility; learns quickly and is able to analyze and apply what is learned
- Pursues continuing professional development; plans legacy
- Employs a holistic approach recognizing mind/body connection; assesses work/life integration and adjusts priorities for different stages of life/career ●

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Creating gender parity through gender partnership

How we can open the discussion around the root cause of gender-pay discrepancy and close the gap from bottom to top.

Takeaways from the HBA's 3BC Executive Summit, led by chair Diem Nguyen, PhD, North America regional president, global established pharma at Pfizer Inc, and Marianne Fray, director and head, global corporate development for the HBA.

Are you a woman who has had your great idea ignored in a meeting, only to hear a man lauded for sharing essentially the same thoughts moments later? Are you a man who would love to sponsor a female colleague, but fears the gossip spending time with her may cause? Are you a woman who has been told you're too passionate or talk too much? Are you a man who's been told to hold in your emotions because "men don't cry"?

We all experience inequalities. Gender partnership is the path past them into a world where every person is encouraged to bring their best selves to the table.

Earlier this year, nearly 100 senior leaders from more than 30 life sciences companies gathered at the Healthcare Businesswomen's Association's Building Better Business Connections (3BC) Executive Summit to take

a deep dive into the topic of gender partnership and learn practical ways to create a world of true equality. Led by Rayona Sharpnack, CEO and founder of the



Diem Nguyen, PhD
North America regional president, global established pharma
Pfizer

Institute for Gender Partnership, the group undertook an enlightening and inspiring journey of self-discovery, reflection and understanding.

What is gender partnership?

Sharpnack defines gender partnership as being "when every member of your team works productively with every other member, regardless of gender. Men and women learn from and leverage each other's special skills and talents. Creativity, productivity and decision-making are no longer hobbled by miscommunication, misunderstandings or unconscious bias."

When we have achieved gender partnership, she says, we will work in companies that:

- Empower and support women leaders
- Engage men to advance women
- Identify and transform institutional blind spots and systemic barriers

And not only women will benefit from this achievement. "Men of quality are

never threatened by women's equality," Sharpnack notes. Although it may seem very threatening to have to now compete with 100% of the workforce, men will benefit too when we can all be our true selves and realize the benefits of all talents.

How can men and women work toward gender partnership?

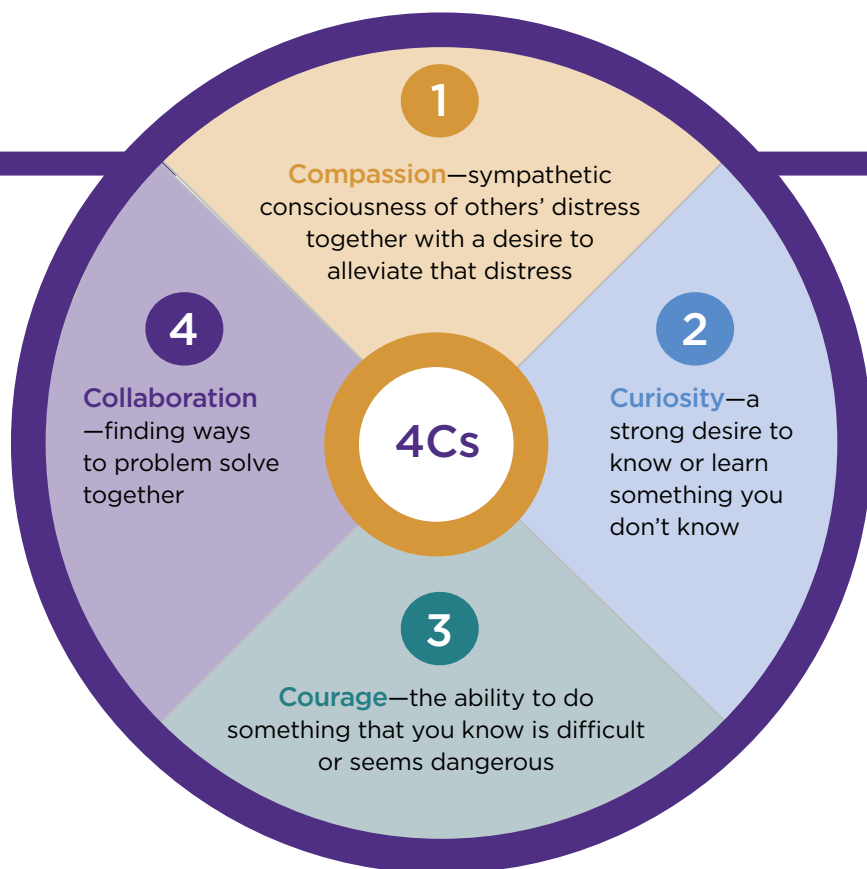
First, and most importantly, we must recognize that gender bias, however subtle or unconscious it may be in today's work world, does exist—and we must commit to changing it.

"Privilege is invisible to those who have it," Sharpnack explains. Many men are unaware that there is a gender issue. They honestly do not see it. Others may see the issue, but are overwhelmed and unsure of what to do that will really be helpful. And still others are afraid. All change—even positive change—causes fear of the unknown. As Sharpnack says, "If it were easy, we'd have already done it."

The journey to gender partnership requires four daily practices. Both men and women need to embark on this journey separately and together to practice the 4Cs.



Rayona Sharpnack
CEO and founder
Institute for Gender Partnership



Step 1: Compassion

Compassion starts with conversation. “Not every conversation makes a difference, but every conversation can,” Sharpnack says. Men and women need to talk about gender issues. We all gain when we truly understand what it is like on the other side of the fence. Set up conversations where everyone can speak freely about their experiences to foster greater empathy. Ask questions that reveal the limits of others' thinking, offering an opening for the creation of new thought patterns and assumptions. And listen not just for agreement, but for understanding.

Step 2: Curiosity

Be curious and explore the depth of the issues surrounding gender parity and partnership. You can start with the HBA's own Gender Partnership webinar series, available



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at <http://www.hbanet.org/hba-announces-gender-partnership-webinar-series>. Explore the topic of unconscious bias, read about the business case for gender parity, and educate yourself and your company on these important issues.

Step 3: Courage

Demonstrate courage. Be a truth teller. Start with your own truth and sharing your experience. Then tell the truth at work. Point out bias, even benevolent unconsciousness, such as when a new mom is taken out of the running for an assignment because it is assumed she does not want the travel or the long hours. Leaders may feel they are being helpful, but they need to be made aware that if a woman has earned an opportunity, it's up to her to decide whether to take the offer.

Tap into the deep moral code your lead-

ers have. Try reframing a conversation about a female colleague and help a leader view it as though the person involved was his wife or daughter. This can often help tap that code and clear the way for deeper understanding.

Step 4: Collaboration

Collaborate to bring change. A full 95% of healthcare CEOs—the leaders who control budgets and set business priorities—are men. So make it your goal to help arm them with the facts and skills they need to champion women at your company and expedite change. No one should feel they are to blame for gender bias, but everyone should feel they are responsible for changing it. Do your part by helping to instill a positive push to raise gender partnership from important to wildly important. ●



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