

Expand Your Horizons

A New Era of Leadership is Focus of November Leadership Conference

The 6th Annual HBA Leadership Conference is the must attend/not-to-be-missed event of the year... so register now to secure your spot in Chicago, November 5-7, 2008.

The 2+day event will showcase superb talent leading with over 30 interactive workshops on skill building, leadership, career path development and work-life balance.

The Leadership Conference will kick off with top entertainment by Chicago's renowned Second City on Wednesday evening, November 5. And make sure you take full advantage of three inspiring plenary sessions on Thursday and Friday: **Jack Groppel**, Peak Performance expert and author of *The Corporate Athlete*; **Laura Berman Fortgang**, author of *Take Yourself to the Top*, will lead engaging and motivating keynote events; and 2008 HBA Woman of the Year, **Charlotte Sibley**, will moderate "Hard Lessons and Sweet Successes," high-

lighting the exemplary careers of high-profile professionals, including **Ginger Graham**, **Dierdre Connelly** and **Renee Tannenbaum**.

Then *Tune in to Your Potential: Mentoring and Coaching for Leadership Success* with three personalized programs to fine tune your leadership insights and gain perspectives.

Because our industry is in change and certainly at a crossroads, it is more important than ever before to carve out time to invest in your leadership skills and development as well as expand your horizons so you are as prepared as possible for this changing environment. And the 2008 HBA Leadership Conference is the place to be this year to do just that.

To learn more about the workshops and programs and to register with Early Bird rates, go to: www.hbanet.org. Please act now as last year's conference was a sold out event. See you in Chicago! **HBA**

As a Rising Star

Taren Grom, Editor, *PharmaVOICE*

This is the last in our series on the Rising Star Class of 2008, all of whom were honored in May at the HBA Woman of the Year luncheon. Each Rising Star responded to one of two questions: What advice would you provide to women who are new to the healthcare arena to help them achieve their career development goals? The second question: Being named an HBA Rising Star is a tremendous honor, as it represents your organization's recognition of your contribution. What does this honor mean to you? Once again, our congratulations to this year's class of Rising Stars. We are proud to shine a spotlight on this next generation of industry leaders.

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A Brave New World: Adapting to Change

Caren Dranoff

Vice President, Group Account Supervisor
Account Services,
Ogilvy Healthworld



My first piece of advice is [you should] not be afraid to push past your comfort zone. Seek out new challenges at each opportunity and don't be afraid to ask questions. Explore new areas and disciplines; make yourself as versatile and well-rounded as possible. It is only by challenging yourself that you will be able to grow and develop in this industry.

Maria Canfield

Director, Client Services,
Alliance Healthcare Information, Inc.



Take advantage of every possible learning opportunity, not just the obvious paths of journals and seminars. Set up Internet alerts tied to your company and/or your clients, as well as to your specific areas of interest and accountability. Listen to people in meetings to determine who is expert in issues or topics you can benefit from and set up a time to pick their brains... they'll be flattered!

turn to **Rising Star** on page 3

Pearls of Wisdom Truly are Jewels



THE CEO'S CORNER *Laurie Cooke, RPh*

Since the beginning of time, people looked to the stars and created stories and tales to help explain the world around them. Later on, books became the repositories of knowledge. Today we rely heavily on data to make decisions. However, if you think about it, it is still stories that bring us wisdom.

Let's face it. Life is hectic, we excel in multi-tasking and much of our interaction is done remotely. But in trying to be more effective through the use of e-dialogue, what very often gets lost is the sharing of experiences, insights and personal advice. And in so doing, we lose an effective means to benefit from the knowledge of our colleagues.

According to the thousands of HBA members we have surveyed over time, hearing about personal experiences is the ideal format for learning and serves to motivate and

IN TRYING TO BE MORE EFFECTIVE THROUGH THE USE OF E-DIALOGUE, WHAT VERY OFTEN GETS LOST IS THE SHARING OF EXPERIENCES, INSIGHTS AND PERSONAL ADVICE.

inspire our members. These stories personalize the events that happen to us all and put them into a context that allows us to gain perspective and make sense of the world in which we live and work. To our members (and to me), these stories truly are pearls of wisdom. And, at the HBA, I am proud to say that we serve up these pearls in a number of different ways.

Take the Woman of the Year luncheon, where thousands flock to hear and see the award winners. **Charlotte Sibley**, our 2008 Woman of the Year, offered her poignant story of her personal journey with her rebound from a setback, where she returned stronger and wiser than ever. **Len Kanavy**, this year's Honorable Mentor, shared his experiences and the importance of gaining an advocate who can see your potential, particularly when they can see opportunities for you that you can't see for yourself. And **Anne Camille Talley**, this year's Star Volunteer, highlighted the personal and professional benefits of volunteering and, I'm sure through her stories, motivated some listeners to consider how a volunteer role could be that "thing" that brings the missing value to their lives.

On the local level, chapter events allow a more intimate gathering, where smaller groups can come together to discuss a topic. Recently, HBA chapters assembled panels of senior executives to discuss their career trajectory paired with the concrete results

THE SIMPLE STORY THAT YOU OFFER A COLLEAGUE ABOUT HOW YOU HANDLED A RECENT CHALLENGE MAY NOT SEEM MOMENTOUS TO YOU, BUT MAY BE THE SOLUTION SHE NEEDED TO RESOLVE HER ISSUE.

of the E.D.G.E. study that captures what industry executives say are the most successful attitudes, motivations and programs that positively impact a woman's ability to move her career forward. These events have likely been successful because they coupled personal anecdotes with data to offer the audience a powerful combination of information, leaving them inspired to create and expand their own leadership agenda.

Far from needing an advanced degree or having reached a certain seniority level within an organization, the opportunity is there for all of us to share a little more of ourselves. So the simple story that you offer a colleague about how you handled a recent challenge may not seem momentous to you, but may be the solution she needed to resolve her issue.

You can definitely count on the HBA to continue to bring you these stories and the inside track to continually increase your knowledge and wisdom. After all, it's a benefit of membership. **HBA**

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HBA 2008 WOMAN OF THE YEAR

Charlotte Sibley

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For seven years, Saint Joseph's University has shared a valued partnership with HBA and has supported the mutual mission of furthering the advancement of women in the healthcare industry. Saint Joseph's University provides distinctive higher educational opportunities that help women develop cutting-edge industry knowledge and leadership skills that position them for success.

Approximately 50% of students in the Executive Pharmaceutical Marketing MBA Programs at Saint Joseph's University are women, up from 20% in 2001. We offer two flexible program formats to complement the busy lives of professional women. With an AACSB-accredited curriculum and experienced faculty, it's no wonder that up to 80% of our students are promoted before the completion of the industry-focused Executive Pharmaceutical Marketing MBA Program.



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■ *Up to 80% of students in the Executive Pharmaceutical Marketing MBA Programs are promoted before the completion of the program.*

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BY THE PRINCETON REVIEW.



Karen L. Hale

Divisional Vice President and Associate General Counsel, Commercial Litigation, Abbott Laboratories



It is very important to identify your own strengths and weaknesses and ways to minimize your weaknesses and improve yourself. As a part of that process, it is critical that you network and meet men and women in the field. This enables you to identify possible mentors. Mentors are important because they provide a variety of experiences, perspectives and knowledge that no one person can gather in a lifetime. The use of mentors permits you to explore a variety of possibilities while considering the advantages and disadvantages of each as you plot your course. It is extremely important to recognize that a good mentor may not, and usually does not, look like you or have the same background. Do not limit yourself by assuming you know who will be the best mentor for you. Instead build relationships with a diverse group of people and use every opportunity to learn from everyone you meet.

Lisa Hammann

Director, Managed Care Marketing, Genentech, Inc.



Do what you love. If you do what you love, you will do it well and then you will be successful.

Susan Eno Collins, MS, RD, CHES

Senior Vice President, Health Education, HealthEd • The Patient Education Agency



Volunteering at a community health or literacy organization can enrich your healthcare career by giving you opportunities to understand more deeply the challenges patients face, especially as they try to manage chronic diseases, and those healthcare providers face in caring for their patients.

In a busy career, continuing education may be an afterthought. No matter how busy you are, continuing education can help you stay up to date and invigorated, and can fos-

ter new relationships that enrich your career all the more. Because the healthcare arena is large and multidimensional, finding a job that suits you is possible. Be open to mentoring. A mentor can provide career counseling that helps you find what you really enjoy. A successful, satisfying career is rarely linear.

Lesley Reynolds

Senior Associate, Fulbright & Jaworski LLP



Healthcare is an exciting area in which to practice because it is constantly changing. The number one piece of advice I could give women entering the healthcare arena would be to get involved in organizations that help them learn about those changes. Networking organizations like the Healthcare Businesswomen's Association and other trade organizations allow members to have access to other women in the industry at all stages of their careers. The more involved you become in these organizations, the more you develop a network of individuals with whom you can share knowledge on the evolving landscape of healthcare in today's highly regulated environment.

Tricia Lagan

Account Group Supervisor, Centron



The greatest advice I could give is to listen. Listen to your peers, your clients and your co-workers. Learn from what others have done and the advice that they give; it is the best way to gain insight into the industry and help your future.

Sheri Rosenblatt

Executive Vice President, Managing Director, DRAFTFCB Healthcare



My advice to women on how to achieve their career goals is threefold: get involved with an organization like the HBA; find a mentor or a buddy you trust and who is willing to go the extra mile to support you; and ask for what you want. My advice to women is to step out of your comfort zone and network with women who inspire you. Don't be afraid to ask for help, because most leaders want to give guidance and share their experiences with you. And

most of all, know what you want and ask for it. Very few things are handed to you; you have to be confident in your abilities and ask for what you deserve.

Jing L. Marantz, MD, PhD

Senior Medical Director, Millennium Pharmaceuticals Inc.



I'm thrilled to receive this award. Previous winners at Millennium Pharmaceuticals include my colleagues Ruju Srivastava and Lilla Swan, as well as Deborah Dunsire, our CEO, who was a Rising Star while at Novartis. So it is an incredible honor for me to be in such distinguished company. Furthermore, this award also gives me tremendous visibility both at Millennium and in the healthcare community so I am very grateful for this recognition. The HBA has played a key role in my career; I landed my current position through networking at an HBA event with a coworker at Millennium. I believe the HBA serves as an important catalyst for leadership and career development in the healthcare industry.

Anna Brune

Senior Vice President, Client Services, GroupDCA



I view it as a responsibility. I believe that by having selected me for a Rising Star, my company not only recognized my contributions, but it has expressed encouragement as well as an expectation for my continuous professional development. I feel a significant sense of obligation, which makes for a great motivator!

Gina P. Wilkerson, DVM

Chief Veterinary Officer, Veterinary Affairs and Animal Welfare, Global Safety Assessment, AstraZeneca Pharmaceuticals LP



Receiving the HBA Rising Star award is a tremendous honor of which I am extremely proud. This honor not only acknowledges the opportunities that I have been given to excel, but also reconfirms my commitment and, indeed, obligation to influence, inspire, and mentor others to fulfill their individual potential by setting and reaching their own leadership goals.

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Creating Engaged Employees and Engaged Leaders



Amanda Mitchell
The O'Keefe Group

It's interesting how changes in scientific theory are mirrored in the workplace. We've gone from Newtonian science—if it's measurable we can plan and control it—to Einstein's quantum physics, which teaches us we can only know things in relationship to others.

Our workplaces have been evolving in much the same way, from the command-and-control model initiated in the industrial revolution to a much more egalitarian workplace... with varying levels of success. A major shift in this worldview is seeing employees as assets not expenses and recognizing that investing in these assets and

which they defined as workers giving “full discretionary effort on the job—going well above and beyond what's required because they're caught up in the passion and purpose of creating a better product, service or customer experience.”

According to their study, only one in every five workers today is engaged, with 38% disenchanted or disengaged, meaning they are not performing anywhere near their true capability. This “engagement gap” is a major red flag for employers, because there is a strong connection between employee engagement and the financial performance of the company. Therefore, companies that fail to engage their employees may be behind in the talent market and in the broader market for customers, revenue, investors and capital.

There is good news in the survey. Organizational attributes like leadership, career and professional development and work culture/reputation play a significant role in shaping employees' level of engagement and behavior. In other words, engaged employees are not born, but made. The question becomes: How do we most effectively create engaged employees and, more particularly, engaged leaders?

We know that concentrated trainings help increase your knowledge base, so the key question is: How do you put this new information into action? This is where coaching comes in.

What exactly is executive coaching?

Executive coaching is a one-on-one confidential business relationship that is customized to the individual's specific business needs to help people learn more about themselves so they can change their behavior to benefit their workplace.

Coaches probe beyond the surface to understand the beliefs driving behaviors to provide sustainable solutions for several results:

- more easily and powerfully influence staff, colleagues and clients;
- better able to leverage assets, resources, connections and talents;

- improved communication skills so they are better heard and understood;
- better able to deal constructively with difficult people;
- better prioritize goals, responsibilities, roles and projects;
- more receptive to new ideas, approaches and views;
- update their personal paradigm by examining their assumptions; and
- broader perspective about their work.

Executive coaching was first coined in the mid-1980s by the Division of Consulting Psychology of the American Psychological Association. It is now a \$1 billion dollar industry. Today, busy executives have few other assisted means of continued development making coaching an especially useful tool.

In a survey by the Hay Group, nearly half of the 247 senior executives surveyed reported they didn't feel adequately prepared for their new leadership roles.

With executive coaching, the time is focused on the executive's specific situation and needs. It can help the executive become someone who gets out of his or her own way to become someone who communicates effectively and efficiently while avoiding energy drains so they can do what they want with their job performance. Much, however, depends on the coach and the rapport established.

Coaching is in its infancy and is currently unregulated. Anyone can call herself a coach, with little or no training in the discipline. However, this is gradually beginning to change with the International Coach Federation (ICF) accrediting coach training programs and overseeing certification. Given the nature of the investment, it is particularly important to understand the training and philosophy a coach espouses in order to find a successful and productive partnership. **HBA**

Amanda Mitchell is an Executive Coach at The O'Keefe Group, which specializes in working with high performers in the healthcare communication arena.

5 TIPS FOR A GOOD COACHING EXPERIENCE

- ▶ **GET YOUR NEEDS MET.** Coaching is about taking responsibility for yourself; make sure you are getting what you need from the experience.
- ▶ **PROMISE LESS AND ACCOMPLISH MORE.** There is a tendency to overpromise when committing to taking action between sessions...which can then lead to anxiety when you are unable to complete. Focus on what is reasonable to accomplish and over-deliver.
- ▶ **MAKE SURE YOU'RE HEARD.** Listen to make sure that your point-of-view is being heard accurately, even if you can't exactly articulate it. Coaches are trained to listen to what isn't being said as well
- ▶ **ASSUME WHERE YOU ARE IS WHERE YOU'RE SUPPOSED TO BE.** What is happening in your career is part of your unique path—even if it may not meet your expectations. Release any negative judgments in order to move to the next experience productively.
- ▶ **BE WILLING TO PUSH YOUR PARTICULAR ENVELOPE.** Coaches are trained to help you see new possibilities.

providing them with resources ultimately increases their value.

Old habits die hard, however, and much of the literature is about quantifying the impact of relationship behaviors. In their 2007 Global Workforce Study, Towers Perrin set out to measure employee “engagement,”



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Linda Calandra

Director of Marketing,
WW Commercial Development,
Pfizer Inc

Do you ever feel overwhelmed with so many choices to make? About which ones are the best for me and my career? Even wishing you had another professional to discuss things with? Someone who really understands the challenges you face in your daily personal and professional lives? Often,

SEVERAL YEARS AGO I HAD BEEN ASKING MYSELF THESE VERY QUESTIONS AND DECIDED TO WORK WITH A COACH. AND THAT FIRST STEP, THAT FIRST CHOICE, THAT FIRST DECISION MADE THE DIFFERENCE FOR ME!

you find you ask yourself: What should I do? How do I begin to effectively evaluate which choices are the right ones for me now, given the information I have at hand? How will they impact my future? Do you ever feel that everyone seems to have a coach today, but wonder if having one could make the difference for you?

Several years ago I had been asking myself these very questions and decided to work with a coach. And that first step, that first choice, that first decision made the difference for me!

Marketing is a very dynamic and competitive function and even more so within today's very challenging pharmaceutical and healthcare industry. But I wanted to—smartly—distinguish myself and become the “go to” person for my colleagues. Solution seeker, problem solver... that's what I wanted to be! But I needed a little help and guidance.

About four years ago, I was facing some transitions in my career and I wanted to discuss with someone my as-

pirations and the steps I needed to take to make them a reality and determine my future. I had so many things to think about that I needed help just prioritizing them. What can I do on a daily basis to bring my goals a bit closer?

I selected as my coach a woman I've known most of my marketing career who had often been my trusted mentor. (In many ways, my corporate career path mirrored hers.) It was also important to me to choose a woman who would understand the particular challenges we—as women—sometimes face in a corporate environment. It seemed a logical choice, an easy progression. And so we began an overwhelmingly positive client-coach relationship that has lasted for four years.

My coach experience has impacted both my professional and personal lives in so many ways: everything from communication skills to managing the expectations of my team leaders to capitalizing on opportunities, negotiations and even language.

But is a coach right for everyone? Here's what I suggest you think about as you determine how a coach can help you.

1. **Acknowledge** what you WANT and NEED to get out of a successful coaching relationship. This will also enable you to seek the right coach for the best fit, which is very important to optimize the relationship.
2. **Identify** your priorities and discuss them with your coach to make the best use of time. It has helped me to identify the priorities before each call with my coach so I have a sense of accomplishment for that day's session.
3. **Work** on short-term problem solving issues that you need to address, but don't ignore long-term skills and confidence building for the future.
4. **Don't fall** into the “crisis-management-I-need-to-talk-to-my-coach-now” syndrome.
5. **Coaching**, just like any other endeavor you undertake to advance your career plans, takes commitment and

dedicated time and resources.

- Don't look for answers; your coach should provide perspective, not tell you what you should do.
- Your coach should provide guidance to help you see the optimal solution, but ultimately it is your decision how—and when—to move forward.
- Don't be afraid to do the hard work, because you will be rewarded with the self-confidence critical to making the best decisions.
- Don't be afraid to “take a break” from coaching, because of competing priorities or life changes.

6. It also is very important to **continually evaluate** your coaching relationship. Is your coaching relationship working, are you getting what you need out of it, do you feel that you are making progress?

I didn't have these tips when I started with my coach four years ago. But I knew

COACHING, JUST LIKE ANY OTHER ENDEAVOR YOU UNDERTAKE TO ADVANCE YOUR CAREER PLANS, TAKES COMMITMENT AND DEDICATED TIME AND RESOURCES.

my relationship with my coach was working and was successful when I took a situation and proactively proposed an action plan for discussion with her. And I have taken these skills into the workplace and my personal life. Every day, I see the difference coaching has made for me: Greater confidence, problem-solving skills, positive feedback from others, etc. Now that's progress both my coach and I are proud of! **HBA**

Linda Calandra, Director of Marketing, WW Commercial Development, Pfizer Inc, has worked in the pharmaceutical industry for many years, and has an MBA from the University of Illinois.

Christine Marsh

Vice President, Business Analysis,
Boehringer Ingelheim Pharmaceuticals, Inc.



This honor is an amazing acknowledgement of the commitment that BI has to recognizing individuals for their contributions. I am privileged to have earned this recognition and understand the responsibility that comes with this honor. It is imperative that I represent my organization within the industry with the highest standards so that we can continue to attract high-performing and diverse talent to support our portfolio of products.

Ide Mills, LCSW

Senior Vice President, Health Education,
HealthEd Encore • Educational Marketing



I am honored to be named an HBA Rising Star and to work at HealthEd, a company that inspires the best from its team members by valuing and showcasing their contributions.... At HealthEd, health education is central to our work, which has allowed me to have a rewarding career developing educational programs that resonate with patients, helping them to overcome barriers to improve their health care.

Patricia Bradley

Regional Business Manager,
Novo Nordisk, Inc.



My best advice would be to value the job you currently have and don't take it for granted. Development is your personal responsibility.

Jamie Glass

Associate Vice President, Program
Management and Operations,
Health & Wellness Partners



When I went to work for HWP, I took a leap of faith to work for a start-up company headed by three women. These women wanted to do it better, to give back to their employees, their clients and other women, and give everyone they brought on board a feeling

of ownership. We literally started at the president's kitchen table — brainstorming, sharing ideas, sharing notepads, but investing in the organization. To have received the HBA Rising Star award on behalf of HWP shows me that the hard work, the long nights, the travel across the country and around the world was not only recognized, but valued toward building a company that believes in women and success. HWP is a group of talented, hard working, and innovative women who I am proud to be part of.

Brandy Colangelo

Medical Reprints Supervisor,
Compas, Inc.



It is a tremendous honor to be recognized by my company as the 2008 HBA Rising Star. Over the past five years with Compas I have had the opportunity to learn and grow professionally and personally through my experiences here in the organization. I feel that Compas has provided me with the knowledge that allows me to be a successful medical reprints supervisor in the healthcare industry. It is important to me to be a part of the team at Compas and I feel that this honor is just the beginning of my long-lasting and mutually rewarding career with the company.

Pat Hampton

Advertising Sales Representative,
Elsevier Inc.



When I learned that I was being honored as an HBA Rising Star, I was truly touched. It means a great deal to have been chosen to represent Elsevier. I feel privileged to be part of such an elite group of women. I attended my first Woman of the Year luncheon four years ago, and I was very impressed with the Woman of the Year and the women who sat on the dais. I felt so proud of all of them, and I thought that this was a nice way to recognize people's efforts. I love what I do and it is rewarding to know that people appreciate my contributions.

Adeline Mandel

Senior Account Manager,
IMS Health



I am very honored that Tommy Stazzone, Vice President, IMS Health has selected me for this prestigious award. I believe that there is also a tremendous responsibility that comes along with this recognition. I am hoping that I can be a mentor for others at IMS and amongst my friends and community as they plan their personal and career goals. I also plan to encourage the mentoring program at IMS at all levels. **HBA**

THE EDITOR'S DESK *Donna K. Ramer*



The Two Sides of the Coaching Coin

As the HBA prepares for its annual **Leadership Conference** (Chicago, November 5-7), leadership is top of mind. But creating effective leaders—regardless of your definition of leadership doesn't happen in a vacuum or overnight.

This issue of *The HBA Advantage* looks at the two sides of the leadership coaching coin. Coaching is not a new phenomenon, but as the marketplace becomes increasingly more competitive—for both talent and customers—it has taken on a bit of urgency. Executive coach **Amanda Mitchell** explains why coaching is critical to creating engaged employees and equally critical to creating engaged leaders. Pfizer's **Linda Calandra** gives us a peek into what it's like to be coached and why she chose to do so four years ago. And both Amanda and Linda provide substantive—and, interestingly, similar—results of coaching and tips for choosing the right one. **HBA**

CALL FOR AUTHORS *The HBA Advantage* is seeking members to contribute **Focus On** and **Hot Topic** columns. If you have a concept you would like to share with other members, submit a short concept statement (no more than 100 words) to dramer@strategcations.com. Remember: You must be an HBA member in good standing; the final article—which will be no longer than 800 words—must be non-commercial and provide tips and information our members can use. Also, check back issues of the *HBA Bulletin* and *The HBA Advantage* to make sure your topic has not been covered by the HBA for at least two years.

A Brave New World: Adapting to Change



THE PRESIDENT'S FORUM *Elizabeth M. Mutisya, MD*

I wrote earlier about programs now underway in response to your feedback. These initiatives include structured mentoring programs, a comprehensive leadership development program for volunteers and online offerings. As summer draws to a close, I want to update you on efforts to position the HBA for long-term success.

The HBA's vision, as you know, is to be the premier catalyst for the leadership development of women in healthcare worldwide. In setting the HBA's strategic direction, your elected Board wants to ensure that we deliver on that promise not only this year, but also in the coming decades.

Our environment is clearly changing and we've all seen the headlines: Outsourcing and off-shoring to rapidly growing, emerging markets from developed countries in North America and Europe. This once meant manufacturing jobs. Today, as we move ever closer to a connected, global economy, it includes healthcare. Global insights predict that the four BRIC markets (Brazil, Russia, India and China) will account for a third of world GDP by 2030. In healthcare, IMS Health forecasts that emerging markets will contribute over half of worldwide growth for pharmaceutical products.

Healthcare is also evolving in other ways. Population demographics, disease patterns, treatment decision-making and payor structures are all in flux. Successful drug development is proving increasingly difficult and R&D costs are outpacing output. In the U.S., healthcare reform is a major topic on the national agenda. Indeed, over the next decade, the healthcare landscape is likely to look quite different. Change represents threat to the status quo. Yet, it also presents tremendous opportunities for those who adapt rapidly and effectively. Twenty-five years ago, when personal computers became widely available, few understood their potential or the new needs they would create. Yes, personal computers were a real threat to typewriters. But for early adopters, their advent meant a rich world of opportunities and new ways of doing business. PCs are now de facto business tools and typewriters relics of the past.

In times of change, how can we ensure that members are positioned with the right skills and experiences? What role should the HBA play? And how should the HBA adapt to provide relevant value to members?

In June, we invited our advisors, a futurist and senior officials from PhRMA, government and academia to help address these questions. Our goal: To better understand long-term healthcare trends as we planned the HBA's future. The discussion as well as feedback from our advisors affirmed our need to focus on three areas:

- successfully establishing or strengthening the HBA's presence in key geographic markets and all sectors of the healthcare industry;
- strengthening the HBA's value proposition through renewed emphasis on leadership development and management training; and
- selecting the right strategic alliance partners to realize the HBA's mission more efficiently.

Our advisors also reinforced the importance of maintaining a cutting-edge technology platform and customized member programs.

As the HBA moves forward, what role might you play? Volunteering provides opportunities to strengthen your leadership skills in a cross-cultural environment, build your professional network outside your immediate geography and contribute meaningful solutions.

Change can be daunting. But as Lao Tzu, the Chinese philosopher said, "A journey of a thousand miles must begin with a single step." Let's update our leadership skills in anticipation of the shifts ahead and get ready for this brave new world. **HBA**

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