

FOLLOW THE LEADER

Leaders never follow, goes the old adage. But on your way to the top, it couldn't hurt to emulate these senior biopharmaceutical executives, whose career steps carried them to the top of the industry.

Marc Iskowitz reports





Garo Armen, chairman and CEO, Agenus

Time in the industry: 30 years
Career path: PhD, CUNY; professor of chemistry in New York; pharma and biotech analyst; founder of investment partnership; board member, Elan; founder of Antigenics (now Agenus)

Prior management roles: SVP, research, for Dean Witter Reynolds; chairman of the board, Elan

How did you get into healthcare/pharma? What did you do before?

My interest in healthcare and pharmaceuticals was spurred by my mother's illness and, tragically, her death from breast cancer. That very personal and painful experience led me to want to understand drug innovation, and eventually, took me along the path to help develop medicines with the goal of saving lives.

What was your path to the top? What were the key moments and turning points?

The most dramatic moment was the founding of Antigenics, now named Agenus, in 1994. I didn't seek to become its CEO. I was simply fascinated by the possibility of cancer vaccines.

How did you develop your leadership skills?

I've learned leadership through persistence, with the tenacity of doing what everyone else around me believes cannot be done, such as building Agenus or successfully turning around Elan from near disaster.

Did you have a mentor along the way?

I've had many in academia, on Wall Street and in the healthcare industry. Phil Frost (founder of Key, Ivax) and Don Panoz (founder of Elan) are men who have built their companies from zero.

What is your No. 1 managerial strategy?

Surround yourself with passionate, hardworking, smart people, and a team that works harmoniously with each other to do what is in the best interest of the people we are trying to help. Have strong strategic advisors who are impartial and are outside of the company.

Any tips for others looking to move up the org chart?

Read Rudyard Kipling's *If*. It provides the guiding principles that I've relied on to survive and thrive in the industry. Most importantly, do what you enjoy and do it right.

Is this industry still "all about the people?"

Everyone in this industry, from research interns to CEOs, is responsible to those whom their work impacts directly, including patients, society, shareholders and employees.

How do you see the industry 10 years from now?

My hope is that we see an industry which uses science to develop game-changing treatments, and cures for epidemic-level diseases.

Responses have been edited. Go to mmm-online.com for full text



Liz Barrett, president, North America, Specialty Care Business Unit, Pfizer

Time in the industry: 15 years in pharma, 12 in consumer goods

Career path: A variety of sales and marketing jobs at Kraft Foods; brand/DTC marketing and sales posts at Johnson & Johnson, Cephalon and Pfizer

Prior management roles: VP, critical care/surgery, and VP, worldwide sales & marketing-diagnostics, J&J; VP, oncology for J&J then general manager, oncology, Cephalon; president, US, oncology business unit, Pfizer

How did you get into healthcare/pharma? What did you do before?

I worked in the consumer business and when I joined J&J became interested in the healthcare side.

What was your path to the top? What were the key moments and turning points?

Early on, I moved from sales to marketing at Kraft headquarters. My boss resigned two weeks later, giving me an opportunity to demonstrate my capabilities. In pharmaceuticals at J&J, I led the DTC effort in an area that had not utilized DTC and expanded my responsibilities to include strategy and eBusiness. Success earned me the ability to run four different J&J businesses.

How did you develop your leadership skills?

I developed as a leader early as class president and student body president. Leadership is about providing a vision and a road map, building trust and setting high standards.

Did you have a mentor along the way?

I had a few informal mentors who believed in me and appreciated and valued my skills. They were willing to give me an opportunity and became my champion.

What is your No. 1 managerial strategy?

Set high standards, hold people accountable and support their aspirations!

Any tips for others looking to move up the org chart?

Ask not what the company can do for you but what you can do for the company. We have to demonstrate our value and earn the ability to lead an organization. Take time to learn, build a breadth of experience and don't be afraid of hard work. Anticipate consequences, lead change and drive results.

Is this industry still "all about the people?"

It's always about the people—I'm successful because I surround myself with great people.

How do you see the industry 10 years from now?

Pfizer's purpose is "Working Together for a Healthier World," so I hope 10 years from now, people acknowledge we are still delivering on that promise.

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Dierdre Connelly, president, North America pharma, GlaxoSmithKline

Time in the industry: 28 years

Career path: Lilly sales rep in San Juan, Puerto Rico; a variety of marketing and HR jobs at Eli Lilly, and now GSK

Prior management roles: President, Lilly USA; lead sales and marketing roles in Caribbean Basin and Puerto Rico

How did you get into healthcare/pharma? What did you do before?

After earning a bachelor's degree in economics and marketing, I spent a year helping my father run his insurance company. I joined Lilly as a sales rep in San Juan, where I was born.

What was your path to the top? What were the key moments and turning points?

Entering the pharmaceutical industry set my career path. Leading Lilly's business in Puerto Rico and Central America gave me my first general management experience.

How did you develop your leadership skills?

I embraced learning. I've always focused on how I can learn more so that I can be more effective as a manager and leader. I find that everyone I work with and am in contact with is someone I can learn from.

Did you have a mentor along the way?

When I was a rep in Philadelphia, I learned a tremendous amount from my sales supervisor, Bob Altman. Fifty percent of what I learned about management and leadership came from him.

What is your No. 1 managerial strategy?

Learn, listen and lead. I empower my team to make decisions and challenge my decisions. I ask, "Why do we do what we do, why do we do it this way, and can we do it differently?" I also emphasize a sense of urgency, discipline and accountability.

Any tips for others looking to move up the org chart?

Never miss an opportunity to learn and to contribute. Know that you're not the only person who can do a job well.

Is this industry still "all about the people?"

Absolutely. This industry must ensure that its medicines deliver real value to patients, physicians and payers, and that they produce better outcomes than existing therapies. People who take our medicine need to trust that it is of the highest quality, that it is packaged with information of the highest integrity, and that they will feel better.

How do you see the industry 10 years from now?

I'm confident we will continue to make a significant contribution to the health and wellbeing of people around the world.



Jim Daly, SVP, North America commercial operations, Amgen

Time in the industry: 25 years

Career path: GSK and Amgen

Prior management roles: VP, sales; VP, marketing; general manager

How did you get into healthcare/pharma? What did you do before?

I joined Glaxo right after pharmacy school in the belief that it would be more interesting to sell pills rather than count them.

What was your path to the top? What were the key moments and turning points?

Zantac, Zofran and Advair taught me to "think big." Imitrex, Aranesp and Neulasta taught me to "play to win." Relenza and Kepivance taught me to "make no excuses."

How did you develop your leadership skills?

Imitation at first, followed by trial and error (I hereby apologize to all my early direct reports), culminating in a firm resolve to trust myself and the people around me.

Did you have a mentor along the way?

Thankfully, two. Not so coincidentally, both were teachers before joining our industry. One was my first manager at Glaxo. The other I worked with for 20 years, and I moved 3,000 miles away to work for him at Amgen.

What is your No. 1 managerial strategy?

Build non-hierarchical, cohesive teams in which people bring out the best in each other when facing opportunities or challenges.

Any tips for others looking to move up the org chart?

Create "headlines" (evidence of success) and develop "champions" (eye witnesses) within the organization.

Is this industry still "all about the people?"

It is "all about the patient," where success requires really smart, dedicated people who care about making a difference. There will never be a substitute.

How do you see the industry 10 years from now?

The potential for this industry to make a difference has never been greater. We are living Moore's Law in understanding disease biology. Unfortunately, the economic, regulatory and societal challenges have never been more daunting. As an optimist, I am inclined to see a highly successful, productive industry 10 years from now that continues to attract bright, passionate people dedicated to reducing pain and suffering. For all our sake, I hope I'm right.

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Kevin McDermott, VP, managed markets, Daiichi Sankyo, Inc.

Time in the industry: 25 years

Career path: Sales/hospital rep, district manager, corp. acct. manager, director of corporate accounts, director of hospital & physician group marketing

Prior management roles: director, cardiovascular marketing; exec. director,

account management; VP, managed markets

How did you get into healthcare/pharma? What did you do before?

I was a pretty naïve new college grad looking to use my pre-med and English Lit majors. I was so anxious to get into this business I moved to Iowa to get a start (with no regrets)!

What was your path to the top? What were the key moments and turning points?

About four years in, my regional director said you've got a bunch of thoroughbreds ahead of you and you can wait until they clear out or try another race. I switched over to managed markets and have been in it and happy ever since.

How did you develop your leadership skills?

By listening to the customer and what they were really saying. When I reliably delivered on what they needed, that gave me their trust. I became valued by the companies I worked for because I provided that insight and could pretty well predict what was needed. People I lead expect that I'll help them be customer-focused.

Did you have a mentor along the way?

Quite a few, including some excellent professional coaches. Their best use is helping you help yourself in managing your subjective relationships with people. Once people know you are not out to obliterate them, their role or their function, good things happen.

What is your No. 1 managerial strategy?

As it says in a handwritten note on the back of my door, "It's About Them." Give back more than you ask for, and you will get great performance.

Any tips for others looking to move up the org chart?

Be genuine. One approach I like is what some performance artists use before going on stage—if they don't feel that angst of fear, then they know this won't give their best performance.

Is this industry still "all about the people?"

It's becoming more and more about the evidence. It's about how our products actually work in the "real world." The challenge is we no longer control that information.

How do you see the industry 10 years from now?

I hope that we are finally able to re-establish the credibility and trust with healthcare providers, policy makers and consumers that is befitting of the good we do.



Angela Moskow, VP diabetes marketing, Sanofi US

Time in the industry: 21 years

Career path: Sales rep, sales management, marketing, marketing management, corporate affairs

Prior management roles: A variety of lead roles within Sanofi's insulins franchise over last 11 years

How did you get into healthcare/pharma? What did you do before?

I joined directly after college. I was attracted to what the industry was looking to accomplish. My father was working in the pharma arena, so it was a well-known entity.

What was your path to the top? What were the key moments and turning points?

Two highlights stand out—completing the launch of Lantus in 2001 and seeing Lantus hit its first \$1 billion in sales. It was exciting to turn the many years of planning over to the sales force and marketplace, and then get feedback from the diabetes community that this was truly a special product helping many people.

How did you develop your leadership skills?

I learn as much from positive role models as those that I have chosen not to emulate. I ask for feedback from peers and stay tuned into how my team is doing so I can reach out to assist them, share my experience and remove obstacles.

Did you have a mentor along the way?

Many talented individuals have helped guide me along the way. Sometimes the best advice was the guidance I did not want to hear, but it made me stronger.

What is your No. 1 managerial strategy?

I like to hire strong people, not micromanage them, and rally everyone around a common goal.

Any tips for others looking to move up the org chart?

Focus on always doing the right thing for your organization, and get to know the people you see making a positive impact. Volunteer and get into the mainstream of where the organization has stated it wants to go.

Is this industry still "all about the people?"

While good people are still the lifeblood of any successful organization, there has been a shift to a strong focus on innovation, not only from the pipelines and partnerships that develop new products but also in how the entire healthcare industry is going to evolve.

How do you see the industry 10 years from now?

We are going to radically change the focus of care from one of acute episodes to a longer view of prevention and wellness.



Mark Pykett, president and CEO, Neoprobe

Time in the industry: 16 years

Career path: Researcher at Harvard; co-founder of Cytomatrix; sr. leadership roles at a number of pharma/biotech companies

Prior management roles: President/CEO, Cytomatrix; president, CyGenics; president, Alseres Pharmaceuticals; CEO/

chairman, Talaris Advisors; director, ADVENTRX Pharmaceuticals

How did you get into healthcare/pharma? What did you do before?

I completed a veterinary degree and a PhD in molecular biology at Penn, intending to pursue a career as a research scientist. At the tail end of my doctoral fellowship at Harvard, I co-founded a small biotech company, Cytomatrix, entering the field in a leadership role.

What was your path to the top? What were the key moments and turning points?

Integrating the myriad aspects of building a strong, innovation-focused commercial organization has required drawing on the experiences of many advisors. Turning points happen all the time in this business, so it's important to have deep expertise alongside you.

How did you develop your leadership skills?

By having immediate, hands-on management of all aspects of a biotech company. There's no steeper learning curve than finding yourself outside your comfort zone, in my case science, in a leadership position that pushes your boundaries.

Did you have a mentor along the way?

Many people have provided "lead by example" perspective. I still look to people with experience and wisdom to continue to grow.

What is your No. 1 managerial strategy?

Identify and manage risks across different aspects of the company. However, never make a trade-off when it comes to good clinical practice and care.

Any tips for others looking to move up the org chart?

Focus on those pivotal events or milestones that allow you to distinguish yourself as a leader in a functional area, on a specific issue or within a certain business function that enhances your visibility. As you get higher on the corporate ladder it becomes harder to do this, so accomplish it as early as possible in your career.

Is this industry still "all about the people?"

Absolutely. Pharma and biotech companies rely on talented people—people with ideas, innovators—to develop novel diagnostics and medicines to improve patient care.

How do you see the industry 10 years from now?

Precision diagnosis and precision medicine will be a key characteristic of successful products. No longer can we advance diagnostic processes or treatments where substantial portions of the treated population realize little or no benefit.



Mark Timney, president, global human health, US market, Merck

Time in the industry: 20 years

Career path: Roussel sales rep in UK; ICI Pharmaceuticals sales in Australia; managing director of Zeneca in New Zealand; national sales manager for MSD Australia

Prior management roles: Led Merck's businesses in Korea and then Japan

How did you get into healthcare/pharma? What did you do before?

I originally went into finance in my hometown in northern England, but my heart just wasn't into it. I quit to travel the world and see where I wanted to live. Jumping into the unknown introduced me to life-shaping new experiences, like coaching soccer in the US and starting a business selling luxury boat timeshares in Australia. Pharmaceutical sales in England taught me a lot and gave me the confidence to return to Australia—without a job—where I eventually joined ICI.

What was your path to the top? What were the key moments and turning points?

Those points where I took personal risks and sought new, often unknown, experiences gave me the greatest chance to push myself and quickly develop new skills.

How did you develop your leadership skills?

I took personal accountability and invested a lot of time to put together a clear development plan and then follow it. You can't sit back and wait for someone else to develop you.

Did you have a mentor along the way?

Mentors have played integral roles in my career, helping me develop the skills I wanted to learn. I couldn't have been successful without those committed to my success.

What is your No. 1 managerial strategy?

Ensuring absolute clarity—of vision and of expectations—and then getting organizational alignment behind that. After that, I spend a lot of time focusing on people and their development.

Any tips for others looking to move up the org chart?

Focus on the experiences you want, not boxes in an org chart. Those experiences should involve taking on real challenges and learning from both failures and successes.

Is this industry still "all about the people?"

Having the right people with the right skills in the right roles is more important than ever as this industry faces unprecedented changes.

How do you see the industry 10 years from now?

It will be about concentrating on enabling the health outcomes outlined in product labeling. Industry will need to sharpen focus and better execute on partnerships and solutions that help solve health problems.