Adapt or Die

Character Development and its Business Implications

MEETING SERIES
April 8, 2016, West Point, NY
“At the heart of every Soldier must be unwavering character. Character is what defines us.”

I’m sure every executive would include “character” in the list of attributes they are looking for in their leadership team members. In fact, many might have it at the top of the list. But how many organizations have programs in place to continually develop the character of the members of their teams? And if they do, how would they monitor and measure the success of their efforts?

You are cordially invited to hear from Lieutenant General Robert L Caslen, Jr., the architect of the Character Development Strategy at the United States Military Academy, West Point, NY. Lt. General Caslen will discuss his program, and its applications for the pharmaceutical industry, with an executive panel.
Itinerary / Agenda

11:00 am  Arrivals

11:30 am  Lunch

• Welcome - Bob Jansen - Zensights
• Meeting Objectives - Rick Lynch
• Overview of West Point Strategy as it relates to Character
• Johnson and Johnson Character Development Program - Alex Gorsky, Chairman and CEO
• Panel Discussion:
  Ken Banta (Moderator), Robert L. Caslen Jr - 59th Superintendent US Military Academy West Point, Jack Bailey - President US Pharmaceuticals GlaxoSmithKline, Alex Gorsky - Chairman and CEO, Johnson and Johnson, James J. Galeota, Jr. (Jay) - Chief Strategy & Business Development Officer President, Emerging Businesses, Merck, Jez Moulding - President North America Pharmaceuticals, Sanofi

1:00 pm  Adjourn Luncheon Meeting

2:00 pm  West Point Tour - Tour Guide - Rick Lynch

4:30 pm  Tour Conclusion
Featured Guests

Lieutenant General (Ret.) Rick Lynch
Author

Lieutenant General (Ret.) Rick Lynch is a graduate of West Point and received his Masters in Robotics from MIT. Rick was promoted to Brigadier General in 2001 and served in Iraq as the Deputy Chief of Staff for Strategic Effects. He was the spokesman for Multinational Forces, led 'the Surge' and commanded Task Force Marne in Iraq for 15 months. After retirement, General Lynch became the Executive Director of the University of Texas at Arlington Research Institute, a multi-million dollar facility focused on advanced technology to help humanity and finding affordable solutions to complex problems.

Rick's most recently published book, which inspired this meeting series, is entitled "Adapt or Die: Leadership Principles from an American General."

PANELIST

Lieutenant General Robert L. Caslen, Jr.
59th Superintendent U.S. Military Academy, West Point

Lieutenant General Robert L. Caslen, Jr. became the 59th Superintendent of the U.S. Military Academy at West Point on July 17, 2013.

Lieutenant General Caslen graduated from the U.S. Military Academy in 1975. He earned master's degrees from Long Island University and Kansas State University.

Previous to this assignment, Lt. Gen. Caslen served as the Chief of the Office of Security Cooperation-Iraq.
Lieutenant General Caslen’s prior deployments and assignments include serving as the commander of the Combined Arms Center at Fort Leavenworth, KS., the command that oversees the Command and General Staff College and 17 other schools, centers, and training programs located throughout the United States; commanding general of the 25th Infantry Division (Light) and commanding general of the Multi-National Division-North during Operation Iraqi Freedom; Commandant of Cadets for the U.S. Military Academy; Deputy Director for the War on Terrorism, J-5, The Joint Staff; Assistant Division Commander (maneuver), 3rd Infantry Division (Mechanized); Chief of Staff, 10th Mountain Division (Light); Chief of Staff, Combined Joint Task Force Mountain during Operation Enduring Freedom; Commander, 2nd Brigade, 101st Airborne Division (Air Assault); Chief of Staff, 101st Airborne Division (Air Assault); Senior Brigade C2 Observer/Controller, Operations Group, Joint Readiness Training Center; Commander, 1st Battalion, 14th Infantry, 25th Infantry Division (Light); Executive Officer to the Deputy Commander in Haiti during Operation Uphold Democracy; J-3 in Honduras for Joint Task Force Bravo; Brigade Operations Officer, 3rd Brigade, 101st Airborne Division (Air Assault); Executive Officer, 2nd Battalion, 187th Infantry, 101st Airborne Division (Air Assault) during Operations Desert Shield/Desert Storm.

Lieutenant General Caslen’s awards and decorations include the Defense Distinguished Service Medal, Distinguished Service Medal with Oak Leaf Cluster, the Defense Superior Service Medal with Oak Leaf Cluster, the Legion of Merit with four Oak Leaf Clusters, the Bronze Star Medal with two Oak Leaf Clusters, the Defense Meritorious Service Medal, and the Meritorious Service Medal with five Oak Leaf Clusters. He has earned the Combat Infantryman Badge, the Joint Chiefs of Staff Identification Badge, and is Airborne, Air Assault, and Ranger qualified.

Lieutenant General Caslen is married with three children.
PANELIST

Alex Gorsky
Chairman & CEO, Johnson & Johnson

As a sixth grader in Fremont, Michigan, Alex Gorsky set a goal for himself. He wanted to attend the United States Military Academy and serve in the Army. Fremont is a small town, like thousands across the U.S., where belief in country and courage, service and sacrifice are highly valued.

In 1978, Alex achieved his goal and was accepted into West Point. At the academy Alex participated on the Sprint Football Team and was a member of the Triathlon and Marathon Clubs. He successfully completed Ranger School as a Cadet and achieved the rank of Cadet Captain and Company Commander of E2. He graduated in 1982 and was commissioned as a 2nd Lieutenant in the Field Artillery, and later completed Airborne School. He served in Europe and in the 7th Infantry Division at Fort Ord, CA. His six years of leadership experience as an Army officer helped shape his leadership philosophy and imbed the importance of being purpose-driven.

After leaving the Army, he was fortunate to join another organization founded and guided through its history on a set of beliefs. He began his career at Johnson & Johnson – a company defined by a set of responsibilities in the Credo written by General Robert Wood Johnson. His first position was as a sales representative with Janssen Pharmaceuticals in 1988. Over the next 24 years, his career involved leadership roles in the Pharmaceutical and Medical Device Divisions and assignments in the US, Europe, the Middle East, Africa and Russia. In 2012, Alex Gorsky was elected as just the seventh person to serve as CEO of Johnson & Johnson since the Company first went public in 1944.

Johnson & Johnson is the world’s most broadly-based and innovative healthcare company, providing products and services across the spectrum of pharmaceuticals, medical devices and diagnostics and consumer products.
Mr. Gorsky leads our 275 operating companies and 128,000 employees globally with one single mission: caring for the world, one person at a time.

Johnson & Johnson is currently the 6th largest company in the world and has been ranked among the top companies in the world for corporate reputation.

A longtime advocate of diversity and inclusion, Alex was named the 2009 Mentor of the Year by the Healthcare Businesswomen’s Association, an organization he has been involved with for many years. He is the Executive Sponsor of two Johnson & Johnson employee resource groups, the Women’s Leadership Initiative and the Veteran’s Leadership Council. Johnson & Johnson has a long and proud legacy of service to our armed forces and military veterans over the past 127 years: from the development of sterile surgery at the beginning of the 20th Century to the most advanced life-saving battlefield first aid techniques of today.

Alex is also involved in a wide variety of programs and initiatives to encourage the hiring and support of Veterans. He has been named one of the “100 Most Inspiring Leaders” by Health Voice and was just given the Joseph Wharton Award for Leadership from the Wharton Business School of the University of Pennsylvania. In June of 2014 he was awarded an honorary doctorate from the Thomas Jefferson School of Medicine, and has recently been elected to the Board of Directors of IBM. He also is a member of the Business Council and the Business Roundtable. Alex is often featured on CNBC, MSNBC, Fox, and Bloomberg TV.

At West Point, Mr. Gorsky earned a Bachelor of Science Degree and a Master of Business Administration degree from the Wharton School of the University of Pennsylvania. Alex and his wife, Pat, have a son, Nicholas. His father, LTG(R) Al Gorsky served in the Korean War and later in the US Army Reserve.
PANELIST

Jack Bailey
President, US Pharmaceuticals, GlaxoSmithKline

As President, US Pharmaceuticals, Jack leads GSK’s pharmaceuticals business in the US and Puerto Rico. Having joined GSK in 2009, Jack previously served as Senior Vice President, overseeing Policy, Payers, and Vaccines with responsibility for Government Affairs, Managed Markets, the US Vaccines business unit, and Puerto Rico operations.

Jack has successfully guided GSK through a rapidly changing US healthcare environment, including the implementation of the Affordable Care Act, a competitive marketplace, and the evolution of a value-based healthcare system – all with a focus on ensuring continued patient access to GSK’s medicines and vaccines.

GSK is a science-led global healthcare company on a mission to discover and develop medicines, vaccines, and consumer health products that help people around the world do more, feel better, and live longer. Since 2009, GSK has had more new medicines approved in the US than any other healthcare company in the world, including treatments for asthma and COPD, HIV, and cancer.

Prior to GSK, Jack had a successful 18-year career with Eli Lilly, where he served in a variety of commercial leadership roles including Senior Vice President, Account-based Markets division, General Manager for Eli Lilly South Africa, and Area Director for the Sub-Saharan region.

Jack is based in Research Triangle Park, NC where he is actively involved in the community and currently serves on the Board of Directors for the North Carolina Biotechnology Center, the North Carolina Healthcare Quality Alliance, and the North Carolina Chamber of Commerce.

Jack’s father was an Air Force Lieutenant Colonel who served two tours in Vietnam flying C-124s followed by service in the Air National Guard Reserves. He grew up on air force bases across the country, including Craig AFB (AL), Tinker AFB (OK), Dover...
AFB (DE), and Mitchell Air Field (WI). Growing up in a military family helped foster a strong sense of purpose and community that drives Jack's leadership style today, in addition to a deep appreciation for those who serve in the military and their families.

Jack holds an MBA from the University of North Carolina Kenan Flagler School of Business. Jack and his wife Robin reside in Raleigh, North Carolina with their two children, Emily and John.

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**PANELIST**

**James J. Galeota, Jr. (Jay)**
Chief Strategy & Business Development Officer, President, Emerging Businesses, Merck

Jay Galeota is chief strategy and business development officer of Merck and president of Merck's Emerging Businesses unit. He is responsible for shaping Merck's long-term strategic vision, leading enterprise-wide Business Development and driving innovation outside of Merck's core through Merck's Emerging Business group, which includes the Global Health Innovation venture fund and Merck's Healthcare Services and Solutions business. He serves as Chair of Merck's Business Development Operating Committee.

In his more than 27 years in the pharmaceutical industry, Mr. Galeota has held many diverse positions across commercial operations, business development, strategy, and innovation, both globally and in the US. Most recently, he was president of Hospital & Specialty Care at Merck, which represented more than $8 billion in worldwide revenues for the company. Prior to that he served as senior vice president of Global Human Health strategy and business development, where he helped establish Merck's Global Health Innovation Fund and the Innovative Venture Group to incubate businesses that broaden Merck's portfolio and establish leadership in key therapeutic areas and markets.
After the merger of Merck and Schering-Plough in 2009, Mr. Galeota led the integration of the global pharmaceutical and vaccine businesses. He has held various leadership positions in Merck’s commercial organization, including senior vice president and general manager of diabetes and obesity, vice president of worldwide marketing for atherosclerosis and diabetes, and led the launches of JANUVIA and JANUMET. He has led numerous brands and key product launches across important therapeutic areas for Merck.

Mr. Galeota holds a Bachelor of Science degree in biology from Villanova University and is a graduate of Harvard Business School’s Advanced Management Program.

He currently serves on the boards of JFK Health System, the Global Health Innovation Fund LLC, the New Jersey Symphony Orchestra, and the Metuchen Edison Woodbridge YMCA and is Honorary Commander of the United States Air Force 113th Fighter Operations Group, DCANG, Joint Base Andrews, MD.

Mr. Galeota currently resides in New Jersey with his wife and three children.

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**PANELLIST**

**Jez Moulding**

President North America Pharmaceuticals, Sanofi

Jez Moulding is President of North America Pharmaceuticals for Sanofi, a global diversified healthcare company. Jez oversees all pharmaceutical operations within North America, including Business Development, Business Units for Diabetes and Specialty/Core Brands, Biologics, Canada Business, Commercial Strategy & Operations, Consumer Healthcare (Chattem), General Medicines Sales, New Products & Launch Excellence Unit, Market Access and Medical Affairs.

Jez serves as a member of Sanofi’s Global Leadership Team, the Global Commercial Operations Committee and the U.S. Regional Strategic Management Committee.
A distinguished and dedicated professional with more than 20 years of experience, Jez began his pharmaceutical career as a Sales Representative with Astra in the United Kingdom and moved onto positions of greater responsibility before joining Sanofi in 1998 as the UK Cardiovascular Marketing Manager. At Sanofi, he held various leadership roles in the UK and European Region, including four General Manager positions in South Africa, Korea, Australia and Japan. Most recently, until October 2014, Jez served as the Senior Vice President of the Japan & Pacific Region, where he was responsible for overseeing business in Sanofi’s second largest market.

Jez holds an MA in Politics, Economic and Social History from Edinburgh University.

MODERATOR

Kenneth Banta
Founding & Managing Partner, The Vanguard Group for Leadership

Ken is a proven executive and advisor driving transformational change, and building high performance leadership and organizational cultures.

As the Founder and Managing Partner of The Vanguard Group for Leadership, Ken is a senior advisor to CEOs and top management. He is also the Principal of The Vanguard Forum for Health Care Leaders. The Vanguard Forum is a unique leadership meeting for senior executives drawn from across the healthcare spectrum. The inaugural Forum was held in June 2014 in New York City.

Previously, Ken participated in the top management team of Bausch + Lomb, the private equity-backed global eye health company led by CEO Brent Saunders (now CEO and President of Actavis plc.) The company was acquired by Valeant Pharmaceuticals in August 2013 for ~$9 billion, representing an increased equity of ~3 fold on a ~$2 billion investment. Ken was engaged in key aspects of driving the successful transformation of the company. Responsibilities included developing and driving a new operating model and long term strategy for Bausch + Lomb, working
cross-functionally to create a high performance culture and performance management system, and building the Bausch + Lomb brand. He was also a leader in the process that culminated in the Valeant acquisition.

Prior to working at Bausch and Lomb, Ken led strategic counsel, communications, and transformation at large multinational companies including Schering-Plough Corporation and Pharmacia. At both Schering Plough and Pharmacia, Ken worked closely with Fred Hassan and other colleagues on the executive management team in driving significant turnarounds in performance, ultimately leading to successful acquisitions.

Before joining Pharmacia & Upjohn, Ken was a Senior Counselor with Burson-Marsteller based in London. He advised corporate, government, and not-for-profit organizations on public affairs.

From 1982 through 1991, Ken was a writer and foreign correspondent for Time Magazine based in Chicago, Vienna and London. This included his assignment as Eastern Europe Bureau Chief from 1985 to 1990, covering the democratic revolutions of that region.

Ken serves on several Boards, including the Board of Community Solutions, The Hudson Union Society, Parallel Exit, and the Johns Hopkins Center for Refugee and Disaster Response.

Ken was born in Frankfurt, Germany and grew up in Germany, Italy and currently lives in New York City. Ken is a graduate of Amherst College and attended Oxford University as a Rhodes Scholar. Additionally, he is currently writing a book on the cultural history of ketchup.