Maximizing Performance Through Mentoring

On Friday, 8 December 2017, The Zensights Adapt or Die Senior Leadership Conference convened at the historic Union League Club in City Center, Philadelphia to focus on the importance of Mentorship. The Adapt or Die Senior Leadership Series enlists esteemed pharmaceutical and military leaders who through their real-life and practical experiences provide a select audience with profound insights into a variety of leadership attributes common among all effective and successful leaders. Past topics have included: Diversity and Inclusion, Decision Making and Character Development.

Philadelphia provided an appropriate historical context for the meeting: it was here that 243 years ago on September 5, 1774 our forefathers gathered with shared principals at the First
Continental Congress to assert the compelling and impactful decisions that would serve to defy the tyrannical rule of the British Empire, the Super Power of the day. These men risked their lives, their families’ lives, their livelihoods, and all the colonists had worked so hard to accomplish so much prior to the American Revolution as they demonstrated the unparalleled conviction, character, and boldness needed to take a stand and establish a more beneficent life for all. To that end, what lessons can one learn from the actions of these men today?

This Adapt or Die conference sought to expand on the role of mentorship, specifically the interchange and dynamics between teacher and student. Whether on the battlefield or in the boardroom, effective leaders share similar traits; traits that propel these leaders to the pinnacles of their careers. The assembled panelists are exemplars to the same.

In order to fully comprehend the derivative of the mentorship process, one needs to journey back to Ancient Greece. Prior to the future King of Ithaca Odysseus’ departure to fight in the Trojan War, he entrusted his friend Mentor to stay behind and teach his [Odysseus’s] son, Telemachus. During Odysseus’ absence Mentor advised Telemachus on the skills needed in order to properly manage one’s familial obligations. In Fenelos’ 18th century work, The Adventures of Telemachus, the author after contemplating Odysseus’ epic story, coined the word “mentor” within an educational framework. According to Fenelos, a mentor should be both facilitator and guide when teaching others. Soon after, “mentor” entered our daily vernacular. 
http://www.historydisclosure.com/word-mentor-originates-homer/
Why Do We Hold These Meetings

Bob Jansen, CEO & Founder of Zensights, explained the genesis of these senior leadership events. During the Vietnam War, Bob's father was a B-52 pilot and, consequently, was called away from home for most of Bob's childhood. Thus, Bob knows first-hand the personal sacrifices service men, women and their families must endure to assure the country's sanctity and well-being. Several years ago, at a week-long leadership program, a fortuitous meeting brought Bob Jansen and Lt. General Rick Lynch together who promptly developed a strong bond and deep personal friendship. Their shared ideologies would underscore the basis of the Adapt or Die meeting series, based on Lt. General Lynch's successful book, Adapt or Die: Battle Tested Principles for Leaders.

As the U.S. military continually improves their standing among the American population, so, too, can the pharmaceutical industry if it follows a similar model as the Armed Services did for dispelling the many misconceptions and preconceived negative notions that often erroneously become accepted as fact. For too long, the public's misperceptions of the Pharmaceutical Industry have become front page news, and the Zensights Adapt or Die meetings are one way to try and help develop adaptable and accessible leaders, with strong moral compasses that can openly address and improve on these public misconceptions of the Pharmaceutical Industry.

After a full day of learning from the first-hand experiences of today's most accomplished military, the State Department, and Pharma Industry leaders, the Adapt or Die attendees were fortunate to attend the 118th Army vs. Navy football game the following day. Seeing the nation's young men and women stand together in their respective Cadet and Midshipmen dress uniforms made for a touching and inspirational event. One could not help but feel a sense of pride and hope concerning the country's future leaders. For anyone who did not have the
opportunity to attend or watch the game, they will have to read the entire meeting recap in order to know who won and how close it was!

Prior to the game, Lt. General Lynch spoke about the basic tenants governing effective leadership, and he reminded the audience that the most important piece of furniture in your home or office is your mirror! He stressed that one needs to take a good look at oneself every day and reflect on how they can better others. He stated that if one is fortunate enough to have “made it” in his or her respective profession, it is incumbent that they stop, turn-around and help the next person behind them. A person who can only be noticed if one looks directly into oneself.

Civilian Mentorship

*Bob Oliver & Alex Gorsky*

The kick-off presentation was more of a fireside chat between old friends Bob Oliver, Board Chairman, Otsuka Canada Pharmaceuticals, and Alex Gorsky, Chairman & CEO, Johnson & Johnson. These two men began their careers in the pharmaceutical industry together and have since both achieved tremendous personal and professional successes. Here is their story:

**AUTHENTICITY:**
Bob and Alex stressed how one has to be authentic in his or her desire to serve as someone's mentor. Being a mentor is not an opportunity to advance one's own personal agenda, but rather a chance to genuinely impact the positive personal and professional progression of a junior colleague who can benefit from the sage wisdom of seasoned veterans.
BACKGROUND:

- Both came from large families and attended public high schools

- Alex attended West Point, a life-long dream of his since he was a young boy, and Bob attended Rutgers University in New Jersey

- Both started as sales reps at Janssen, a small division of Johnson & Johnson with sales less than $100mm and only ~ 300 FTEs

- Both have since achieved senior leadership roles within the pharma industry

- Both are advocates and dedicated to talent development, as this is integral to the J&J culture and the action serves as the basis for the J&J credo: “Put simply, Our Credo challenges us to put the needs and well-being of the people we serve first.” [J&J Credo](#)

- Mentorships must involve and encourage diversity, not just women mentoring women or minorities mentoring minorities, but a cross section of ethnic, gender, and social ecosystems and industry

- Mentorships are essential to productive Succession Planning

- Career progression sees one migrate from mentee to mentor

ALEX: When recruiting for senior positions, if a candidate cannot name at least 3 Presidents or CEOs within the industry that the candidate has or is currently mentoring, then the candidate is most likely not qualified for a senior leadership role. Despite having the technical skills, a lack of insight into career development acquired from senior members can preclude one from advancing.

BOB: Mentoring is about authenticity and a reciprocity of trust. It works best when the rapport between the mentor and the mentee arises naturally and organically. If the relationship is forced, it is not likely to benefit either over the long run.
BOB: Being a good leader does not mean one has to be the most popular. Being a leader requires making tough decisions that may not be met with 100% employee approval, but are necessary for the sustained health of the organization.

ALEX: Stay focused on the person, the “Special Sauce.” This is a priority during his standing Monday morning meeting. If a “direct report” is in town, Alex will have breakfast with him or her: “The knitting you create is so important to the culture and the fabric of the organization.” Alex informed the audience that 90% of people leave an organization because of one’s boss and not due to pay or the company, itself. Fifty years from now, a CEO won’t be remembered by the company’s stock price, but he or she will be remembered by what type of person he or she was. If one is contemptuous at home, one is often the same in the office, too.

BOB: Early in his career when he reported directly to Alex, late one Friday night, he unloaded on Alex on all that was wrong with the company. Bob’s venting lasted well after closing time. On his drive home around 9:00pm, he reflected on what he said and determined that he had most likely crossed a line and possibly jeopardized his job. Saturday morning the phone rang, and his daughter answered and said it was Mr. Gorsky. Bo, as Alex affectionately calls Bob, was convinced he was about to be fired. Alex said in a calm, soothing voice, “Bob, I’m just checking in. I want you to know how important you are to the organization and to me.” SHOCKER! This was not the call Bob was expecting. The call was a testament to the openness and depth of their relationship. Bob clearly had been out of bounds, yet his mentor, Alex, allowed him the freedom to vent his frustrations without serious consequences. Bob said the event positively impacted cemented his relationship with his mentor and friend, Alex Gorsky.
ALEX: Take 15 – 20 seconds to tell people that they are appreciated. You may not remember, but the recipient(s) certainly will and most likely will tell their spouse(s) when they arrive home!

ALEX: The higher up the organization one goes, the funnier one's jokes become!

ALEX & BOB: Practice what one preaches. It is more conducive to have many intimate short feedback sessions rather than one or two formal impersonal reviews each year. The bi-annual formal review process is not popular with employees due to their infrequency, which precludes employees from properly demonstrating their skill sets, and the lack of personal investment on the part of their boss or superior.

ALEX: People hate the “email black hole”: the failure of a recipient to reply. Bob confirmed that Alex does stay in touch and does so in a timely and prompt fashion. Key: reply and let people know that they matter.

BOB: Being a mentor is a matter of will, not status: “I will bet my career on this person” confirms the mentor is engaged, informed, and committed.

ALEX: People don't want perfect leaders, they want leaders who care! Work - life balance needs to be more than lip service. Alex is a Professor of Leadership within the Executive MBA program at the Wharton Business School, and when asked about the J&J work-life balance issue, Alex deferred the question to his wife Pat who happened to be attending and was in the audience that day, and she confirmed how important this is to Alex. Pat now accompanies Alex to his class at Wharton where through practical experience they both teach MBA candidates this crucial component of career and personal advancement and satisfaction. According to Alex, there is no way he would have been as successful as he has been, if it weren't for his wife Pat. The point was further elaborated upon to stress that the home front is just as critical in the military as it is in business.

BOB: Availability: As one's network increases, there are more demands on one's time. However, if one wants to maintain their authenticity one has to remain accessible.

ALEX: Seemingly without any provocation, all news, good or bad, arrives on Friday around 4:30pm. Alex uses his home-commuting time to call his managers. Actively reaching out in the moment gives one insight into the nature and possible impact of the issues.
QUESTION FROM THE AUDIENCE:

Q: “Alex, what did you learn by watching Bob grow in his professional role since you both started at the same company, in the same role, and the same time?

A: “Bob fills up a room and not just because he is 6’5”, but because of his outward and enthusiastic personality. He possesses a sense of hope and belief.” In short, if one can grab the heart and soul of a person or firm, everything else follows. Bob exudes: Passion, Confidence & Humility. Three essential traits of an effective leader. - Alex

BOB: Business is storytelling, a narrative. One needs to be able to tell an engaging story that involves germane anecdotes and personal examples. People remember 50% of WHAT one says, but they remember 90% of HOW one says it. Words Matters!

Military Mentorship

Lt. General (Ret) Rich Lynch & Major General (Ret) Barrye Price

To the casual observer, given their difference in age, rank, and race, Barrye Price and Rick Lynch do not look like two people engaged in a mentee to mentor relationship. But, the bonds cultivated among those in the military run deep; this is evident by the profound affection and respect each man has for the other man. Due to long deployments and reassignments that necessitate the relocating of one’s family, military life can strain family relationships. Rick and Barrye know this all too well, but being by one’s side and invested in the other’s well-being through both the highs and lows of military life have helped both to successfully navigate this precarious lifestyle. Mentorship is personal.

Further, MENTORSHIP is 1) SACRIFICIAL and requires 2) COMMITMENT. When Barrye lost his first wife to cancer, Rick travelled once a month from Fort Hood, Texas to Barrye’s home in Fort
Carson, Colorado to visit with Barrye and to assure that Barrye was coping with and avoiding isolation. Rick's commitment to assist Barrye involved a tremendous amount of sacrifice that bespeaks the high level of selflessness that a healthy and vibrant mentee and mentor relationship entails. Rick and Barrye's relationship has remained intact for over 32 years and is a powerful testament to the life-affirming ties that develop between a mentor and his mentee. Rick said it himself, “Barrye is my son.”

**ACTIONABLE:**
For the mentee, mentors provide vision and model behaviors to help the mentee to accomplish clarity in thought and action. Barrye shared how on occasion, Rick would invite him for an after-hours “walk about” through Rick's Brigade Combat team's footprint at Fort Hood. During this time of “managing by walking around,” Rick would conduct impromptu Leadership Courtesy Inspections to ensure compliance with standards, regulations, and laws. Barrye spoke of one particular Saturday evening when he accompanied Rick to the barracks and, upon seeing beer in the barracks refrigerator and knowing that the enlisted personnel were under age, he watched as Rick proceeded to pour the beer out and move on. Rick took no further action, but the precedent had been set: Rick was a present and engaged leader. This lesson to **LIVE ONE'S VALUES ALL THE TIME** was one of many that years later would aid Major Barrye Price when he became both a Battalion and Brigade Commander. **LOYALTY, DUTY, RESPECT, SELFLESSNESS, INTEGRITY, & COURAGE** are the great equalizers.

**ADVOCACY:**
When one is transferred to a new base, one's reputation should precede him or her. Mentors can often communicate with their network on the behalf of their mentee prior to a mentee's new posting.

**DON'T FORCE IT:**
It is okay to have protégées, but having protégées differs from being a mentor and not all should be mentors. The mentor to mentee relationship should be an organic one that is not forced; if it isn't, the relationship will not be sustainable. This type of a relationship will have a positive impact on both individuals in relation to their personal issues, both positive and painful, and their professional development.

**FAIR BUT FIRM:**
- *Praise in Public, Punish in Private*
- *Choose One's Words Carefully as They Do Matter, and People Do Remember What One Says*
• **Manage by Walking Around. Be a Present and Active Presence**
• **Live to Bust Bureaucracy**
• **Leadership is a 24/7/365 Job**

Rick Lynch and Barrye Price have spent more than half of their professional lives together and each man recognizes how this relationship has mutually benefitted and impacted all facets of their personal and professional lives. From the death of a spouse to a newborn son through promotions, transfers, and the travails of military life, having someone who knows one’s strengths and shortcomings and who will “bet their career” on someone is what a true mentor relationship is predicated on. Rick and Barrye are shining exemplars to the same.

**Panel 1**

**Strategic View of Mentorship**

*Lt. General (Ret) Rick Lynch*

Panel Moderator Rick Lynch asked all in attendance a direct question:

**“What impact can a mentorship program have?”**

Throughout one’s careers, one has inevitably been exposed to some sort of formal mentorship activity. Sometimes, these activities prove vastly rewarding; at other times, the converse occurs and the “Flavor of the Month” only receive a peripheral scooping.

Back in 2007 when the Army noticed an abundance of Captains leaving or resigning from the armed forces, the Army asked *WHY?* A host of reasons were presented, chief among these were long and multi-deployments that usually had an adverse effect on one’s personal life, married or single. However, a more pressing reason presented itself: no one was engaging these Captains as the next Generals-in-Training, and, as a result, the Captains felt marginalized. E-mail is an effective means to communicate swiftly and with some degree of accuracy, but an e-mail is not an engaged, personal dialogue or conversation.
When asked if they [The Captains] had a mentor, only 25% of these Captains said “yes,” yet senior Army leadership said over 75% of all Captains had a mentor. This 50% gap was the primary reason for the attrition.

After this preface, General Lynch focused on how to pick a mentor, how to be a mentor, and how to nurture the personal aspects of such a relationship. Below, are the traits General Lynch highlighted as requisites to be an effective mentor:

- **Accessible:** A mentor is on duty 24/7/365. If one's mentee has to go through a gatekeeper then the mentor is fulfilling more of a reporting role than being true mentor. One has to ask, “Am I really that important not to grant certain people direct access?”

- **Listen:** Yes, Shut-Up and Listen! One has two ears and only one mouth, but the mouth seems to work overtime. Actively Listening rather than listening for a break in the conversation so one can start speaking again is easier said than done. People will trust, and share more intimate details, if they know the listener is truly engaged in what they are saying.

- **Care:** If one wants to truly show that he or she is genuine and authentic, one has to truly care for their mentee: “People don't care how much you know, until they know how much you care.” Simple words, but profoundly truthful.

- **Role Model:** A mentor must seek out someone he or she wants to be either within his or her organization or on the outside and then emulate this person.

- **50 / 50:** A mentor knows that one's growth and success is rooted in a balance between one's personal life and one's industrious life. Therefore, the balance is all encompassing.

**Sandy Costa**

*Former President & COO of Quintiles Transnational Corp.*

An accomplished leader and author in both the pharmaceutical and legal fields, Sandy is more than qualified to speak on the attributes that define success. His contributory comments are a synthesis of his personal experiences and logical questioning. For example:

- **Do you know your mentee’s story?**
• How can one be truly effective if one is only superficially connected to his or her mentee?

• Does one know or met his or her mentee's family members—what are their names?

Sandy Costa articulated the importance of really getting to know your mentee on a personal level and to be truly engaged in helping them throughout their career.

These actions may seem trivial, at first, but will prove later to be indicative of how serious one views his or her mentorship role.

Sandy also noted that another test is to ask oneself: “How would one feel if he or she were in his or her mentee’s position when evaluating one’s mentor’s level of engagement or lack thereof?”

Like General Lynch, Sandy, too, outlined a list of required traits one must have or adopt in order to be an effective mentor:

**Leadership:** “I wish my mentee would be just like me.” Not going to happen nor should it! Three types of people typically fall into these categories:

• Information comes in, and they know what to do and take action.

• Information comes in, and they are not sure what to do and await direction.

• One’s antenna never receives the information.

**Humility and Self-Awareness:** All great leaders were and are humble. Sandy shared the story about his uncle who for most of his adult life was a cab driver, not a captain of industry or a leading politician, but just a humble cab driver. However, unbeknownst to most, during the ferocious Battle of the Bulge campaign in WWII, Sandy’s uncle won a Bronze Star for his heroic service. Point: Lead by Example.

**Respect:**

1. Return calls

2. Look someone in the eye

3. Praise people by their name: the “SWEETEST SOUND” someone can hear is THEIR OWN NAME
Candor: One must be truthful with oneself, accept one’s mistakes, and own up to those mistakes. Actions are character: one will be judged by their actions not their words.

Compassion: To be compassionate is to be courageous and selfless. The higher one advances in any organization, military or civilian, one should expect to help others eventually advance, as well. It is more satisfying to “Give than it is to Receive” as one’s power and influence grows.

General (Ret) Fred Franks Jr.

General (Ret) Fred Franks shared how his values and ideologies were birthed in a small rural town outside of Philadelphia near Reading, PA, and how his later personal and military experiences would transform these foundational beliefs and ethics into strongly-held convictions. General Franks not only spent his formative years in this small rural town, but also met his wife of now 58 years, Denise, there before attending West Point as a member of the class of 1959.

General Franks further shared that he learned a lot about the mentoring process from a young age as he considers his parents to be his first genuine mentors. When discussing his parents, he noted that they possessed all the attributes of an effective mentor that General Lynch detailed when defining the nature of the mentor-mentee relationship: They CARED, they were ACCESSIBLE, they LISTENED, and they could be TRUSTED. He acknowledged that despite an inherent vested interest in their child’s welfare, parents can be one’s most valued mentors before others will become an integral part of their professional lives.

Right before the Iraqi invasion to liberate Kuwait, General Franks recalled a casual conversation he had with the troops in the armored division led by his good friend, General Butch Funk (another panelist today). During the conversation, a non-commissioned officer exclaimed, “Don’t worry General, we trust you!” These words moved General Franks and filled him with great humility. These troops were on the eve of a major military offensive where many of those present could lose their lives, and this NCO offered assurance to the General that the troops trusted their leaders. This moment personified the essence of Command by establishing trust. It is this reciprocity of trust that General Franks takes to be the crux of the mentor-mentee relationship.
Often the best plan is the one that offers the most options. General Franks followed these words by recalling another one of his mentors who profoundly influenced his life, the late General Dick Cavazos, who encouraged him to think out loud in order to share his thoughts, so others could offer viable solutions. In addition to his numerous military achievements, General Franks was also seriously wounded in Vietnam, ultimately losing his leg. To most, such a drastic injury would be professionally debilitating, but General Franks persevered and retained his active duty status. He now participates in a program started by fellow Vietnam veteran and an amputee himself, Jim Maher. The program’s objective is to bring together former soldiers of all ranks who face an assortment of post-war traumas and aid them through the recovery and rehabilitation process to lead a productive and normal life. And this is where his narrative came to completion: General Franks CARED about these wounded men and women. He made himself ACCESSIBLE to them during their rehabilitation process, and he invited himself into the lives of their families who came to TRUST General Franks’ genuine sincerity. It is all about them, and never about you: the sentiments of both General Lynch and General Franks conjoined. The point made and reaffirmed.

Mentoring begins with leaders who understand the positive impact they can have on their organizations, military or civilian, by making the commitment to assert themselves as a mentor and / or to establish a formal mentoring process. From his humble beginnings, to his time as a Cadet at West Point to his work mentoring present-day four-star generals and now Wounded Warrior amputees, General Frank leads by example as a living embodiment of the investment in the traits that makes one a revered mentor and brings forth the best his or her mentees: humility, trust, caring, active listening, and accessibility.

Sandy Milligan, MD, JD
Senior Vice President, Head of Global Regulatory Affairs & Clinical Safety, Merck

An accomplished military and civilian leader who holds both medical and law degrees, Sandy offered the audience her insight into the mentoring process by sharing her own personal and professional experiences. As she recounted how many career military personnel disregard the basic training the medical corps goes through, she retained a sense of humor and shared with the audience the time she was commanded to “Salute the Car” in the presence of a higher-ranking officer. “Really – Salute the Car!” She smiled nostalgically.

After her discharge from the Army, Sandy become fully ensconced in corporate America, until she
Sandy Milligan, MD, JD spoke of her military career as a member of the medical corps and how important leadership is, both in the military and in the business sector. People follow people and more likely to quit because of their boss vs the job itself. Sandy received an unsettling phone call from the JAG Division of the US Army accusing her of being AWOL for the past 6 years. She was offered two choices: either sign a piece a paper or be summarily arrested and placed in Leavenworth, the military prison. “Really, first salute the car and now jail time? Who said the Army doesn't have a sense of humor?” Sandy's sense of humor continued to permeate her speech. Ironically, her tale had a happy ending. During her time “AWOL” she had been promoted to the rank of Major.

Sandy offered her insight into what three traits constitute an effective leader:

• **Follow the Leader:** One must continually be cognizant that people follow people not the job. One's boss needs to be a personal advocate. As stated before, most people leave their boss and not the company.

• **Diversification:** As mentioned previously by Bob Oliver and Alex Gorsky, it is best to have a diverse selection of mentors / mentees. This allows for “disruption,” which can foster the next great thinker. One is called to think of Steve Jobs at Apple or Jeffrey Bezos at Amazon. Peer-to-peer mentoring is also an effective structure.

• **Lessons Learned:** The ramifications of both successes and failures are beneficial. One should avoid “hiding” in one's company. One should take calls from recruiters to test his or her value on the open market. This shouldn't involve a sense of guilt or mean one is planning to leave a current position. Talk with your mentor and ask for guidance about moving forward. It may or not be with one's current employer, and if one has a true partnership with his or her mentor, the mentor will provide one with solid career guidance. Throughout their career, today's workforce may experience up to 15 different jobs.
Lt. General (Ret) Paul Funk

General Funk has come a long way from his early childhood in Roundup, MT, population 1,840. Throughout his long and distinguished military career, General Funk has received various accolades and served as Commanding General, III Corps and Fort Hood, TX in the 1990's. Not only has General Funk held this esteemed position, but also so too has his son, Lieutenant General Paul E. Funk II, who as of April 2017 is the 60th Commanding General of the III Armored Corps and Fort Hood, TX. The strong family values in Montana must certainly inspire one to follow the leader!

General Funk articulated and reinforced many of the leadership and mentoring traits discussed and furthered the importance of a person’s “character.” He emphasized that people will notice how one carries oneself, how one speaks to others, and how loyal one is to his or her team.

Given his rural upbringing, it is no surprise that General Funk has a down-home outlook on life. A favorite book of his is *Cowboys Guide to Life*, which contains simple truisms to keep one humble. He shared a few of the same with those in attendance:

- Don’t get mad with someone who knows more than you – it might not end well!
- If you think you are so important, try leading another man’s dog around.
- Trust runs both ways.
- When you are a senior leader, what you say matters!
- The higher up the flagpole you are in any organization, the more exposed your backside is!
- Who do you want to be?
Panel 2

Mentorship in the Pharmaceutical Industry
John Hawkins

John Hawkins further elaborated on the derivative of “mentorship” by illustrating how Homer’s epic poem, *The Odyssey*, believed by most critics to be written in the 8th century BC, provides the historical context for today’s understanding and conceptualization of the mentoring process, a process too often taken for granted and dismissed. Given John’s people-centric expertise and diverse professional experiences including Executive Recruiting, Board Placement and many senior leadership positions spanning an illustrious and esteemed career, John is more than qualified to address the benefits of mentorship.

John concisely delineated the hallmarks of any successful mentorship program to include:

- Interdependency
- Openness and a truthful transfer of knowledge
- Continuously expanding one’s network; this is not a “one and done” activity
- Good times and Bad times coexist as one’s transit one’s career
- The importance of having an advocate

John further divulged where to seek out a good mentor:

- Friends / neighbors that one respects
- Professional associations
- Volunteer organizations
- Project Hope
- Any organizations that involves people committed to making a difference

Murdo Gordon

*Executive Vice President, COO, Bristol-Meyers Squibb*

Murdo was quick to inform the audience that his Scottish roots significantly impacted his formative years and that his parents, especially his father, were instrumental in developing
Adapt or Die

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his character. Murdo recalled a story when he attempted to change a bad bearing by himself on an old truck, which clearly was a two-man job. His father, an engineer, on his way to work and dressed in a suit and a tie, saw Murdo under the truck covered in dirt and grease struggling to manage the heavy axle. Without uttering a word, his dad went inside, changed his clothes, and returned to help Murdo with the task at hand. In the absence of words, a true mentor emerged.

In addition to his global experiences and expertise within the pharmaceutical industry, Murdo has occasionally been involved with regulatory compliance issues and assuring the ethical clarity of the same. In one particular instance, a company had a retired federal judge listening in on every company call during a review period mandated by the courts. It was made clear after this occurrence, that one was either “In compliance or breaking the law!” There was no grey area, here! Murdo knew where he stood. He knew the value of stressing compliance according to the law. From there, he defined how he would lead in order to become a success as he further advanced himself within the pharmaceutical industry!

Murdo stressed how his career benefited from those who took a vested interest in his advancement. As he assumed different roles in Government Affairs and Market Access, he gained valuable experiences that afforded him to grow in his profession and assume responsibilities of a global scale and now within the corporate headquarters for BMS. While not directly referenced, it is hard to believe he would have accomplished such achievements without a network of mentors assisting in his corporate ascent.

Today, approximately 70% of the senior executives at BMS are men, and Murdo recognizes the need to include more women among these senior leadership positions. Mentoring needs to be more cross-functional and cross-hierarchical in order to develop the full potential of a company such as BMS.

Mark Alles
CEO, Celgene

Dating back to his days as a Captain in the United States Marine Corp, Mark Alles has had unparalleled leadership experiences. Mark provided a brief overview on how Celgene has grown over the past decade while commenting on his own background that includes four years of active duty, four years in the reserves and now 30 years in the pharmaceutical industry, the past 14 years at Celgene, where he
assumed the role of Chief Executive Officer in March 2016.

While many pharmaceutical companies can trace their roots back decades or even centuries, Celgene is a relatively young company, having been established in the mid 1980’s to focus primarily on oncology. From their humble beginnings, Celgene now has revenues in excess of $11 billion with over 7,000 employees worldwide. Not bad for a company that employed just 300 people upon its initial startup 14 years ago.

Mark credited the following company and employee traits for Celgene’s unprecedented and swift growth:

- **Truthful**: One wastes time if one is not truthful.

- **Ability**: Provide the opportunity for capable people to thrive.

- **Speed**: Mark’s Drill Sergeant in the Marines noticed early on he [Mark] was not patient and wanted to get things done!

- **Diversity in the workplace**: Celgene’s mentorship program mirrors the framework of the HBA “Healthcare’s Businesswoman Association,” an industry wide organization that furthers the advancement and gender equality of women in pharmaceutical leadership roles. Mark is the organization’s Executive Sponsor and has recently added an annual award that recognizes a Celgene “Mentor of the Year.”

- **Purpose**: Committed to a Cure is integral at Celgene.

- **Family** – Mark’s wife has been his life partner and best mentor as she identified his business potential early on and urged him to realize the same.

**Alicia Secor**

*President & CEO, Juniper Pharmaceuticals*

Alicia is a protégé of Mr. Henri Termeer, the founder of Genzyme, who many say is the father of the modern biotech industry. During his lifetime, Henri mentored over 50 CEO’s, hundreds of senior biotech leaders and positively impacted the lives of thousands. Henri’s untimely death on May 12, 2017 sent shock waves through the biotech industry.

Henri pioneered a business model for rare diseases that benefited patients the world round. From its inception, Genzyme was more science-driven and
mission-driven than it was strategy-driven. The company’s mission was clear: focus on the patient. Henri’s passion, enthusiasm, perseverance, compassion, and want to inspire others formed the DNA of the Genzyme corporation. A “can do” kind of man, Henri possessed a high IQ and an excellent business acumen. As many will attest, he was an exemplary mentor, who was generous with his time, chose to lead by example, and made sure all he came in contact with walked away feeling special. Henri would often single out Alicia in work settings to acknowledge not only her leadership skills, but also her accountability for the businesses she managed. Despite his daily demands and responsibilities, Henri never passed on the opportunity to talk about the business and offer employees general developmental guidance. He did this with many of his “disciples” but when he called on Alicia, it made her feel special and appreciated.

Henri was the kind of mentor who helped shape one’s character, values, and overall self-awareness. He would help one to uncover one’s passions and true vocation. He did this for Alicia as he guided her throughout her career, and it was evident in her voice that she still feels his absence after his untimely death. When presented with new and expanding opportunities, Alicia found an advocate in Henri, even if it meant she may possibly leave the company. When she was presented with the opportunity to assume the role of CEO for Juniper, Henri told her, “It’s do or die time. What are you waiting for?” Henri was equally dedicated to his patients and his employees.

Commenting on the key factors affecting the mentor-mentee relationship, Alicia singled out the below:

- **Mutual Respect**
- **Open and Receptive: Welcome feedback in order to become more effective**
- **Be Principled: Stand for something and let that something be known**
- **“Thank You”: Say it and mean it**
- **Reciprocate: Life is not a one-way street**

**Mike Cola**

President and CEO, Aevi Genomic Medicine

Mike grabbed everyone’s attention with the hard facts that today’s R&D investment is below the cost of capital, not an exciting equation for the pharmaceutical industry. For an industry that has developed
breakthrough therapies and enjoyed substantial financial successes for many decades, the pharma industry is rapidly changing. Personalized medicine is a reality that is situated to quickly overtake many of the more traditional therapies. It wasn't too long ago that the Dick Tracy comic book series featured a debonair, plainclothes policeman talking into his watch, which contained a 2-way radio—pure fantasy, so many thought. Tim Cooke, Apple's CEO, actually cites this fictional character when he speaks about the genesis of the Apple watch. In the world of technology, science, and medicine what one day is considered an impossibility is the next day changing.

The current size and scope of the larger pharma companies is actually working against them as they need to be more flexible and focus on individualized medical applications. Given how every patient is different, treating the disease at the patient-level is conversely different than just treating the disease.

Mike shared how early on in his career he had the unique opportunity to join Astra-Merck. This creative incubator allowed for more flexibility than working within the typical larger pharma infrastructure. Mike's experiences as an integral member of the Astra-Merck venture keeps him cognizant of the impending ramifications within the pharma industry as the future of personalized medicine becomes more defined.

Mike's most prized take-away from the venture was that he learned that one has to be willing to be coached and mentored if one truly wants to become more knowledgeable and informed. The best laid plans often run awry, so the best approach is to take the wheel of a current task or initiative and drive it to completion.

Mike concluded by stressing, as all panelists before him did, that open and honest relationships are integral to assure personal and professional advancement and satisfaction. Mike further cited the following for accomplishing the same:

- **Risk – Reward:** Evenly balance both, as there is little reward for those who don't or won't take any risk. Risk can be calculated and measured, but it is a necessary component of success.

- **Adapt:** Darwin surmised that survival is rooted in Adaptation not just innate strength.

- **Pay it forward:** Do so selflessly.
Keynote Speaker

Ambassador Ryan Crocker

After Friday night’s dinner, this amazingly insightful man, whose accomplishments are far greater than the space allowed here, captivated the audience. As mentioned earlier in the day, WHAT you say is important, but HOW you say it is even more important, and Ambassador Crocker made no exception to the same as he mesmerized the audience by enlightening them through his vast and diverse experiences garnered as a master of his profession. Ambassador Crocker did not rely on any notes; rather, he spoke extemporaneously and with an almost alarming sense of honesty and concise word choice to assure his message was fully defined and comprehended by all. His intellectual capacity to enunciate the complex issues under consideration throughout the day, and the seemingly effortlessly way in which he intricately interwove each topic spoke to his true calling as a statesman and effective orator.

After a distinguished 37-year career in the State Department, Ambassador Crocker retired from the Foreign Service in 2009. In 2011, President Obama tapped him to once again serve as our country’s Ambassador to Afghanistan, one of the most challenging governmental positions. Being the patriot that he is and given his overwhelmingly insight into Middle Eastern policy that he gained when previously serving as our nation’s Ambassador to Afghanistan, Iraq, Pakistan, Syria, Kuwait & Lebanon, he agreed to accept the post. Now, fully retired from the State Department, he is a Diplomat in Residence at Princeton University and is currently on a leave of absence from his position as an Executive Professor at Texas A&M University, where he also was the Dean of the Bush School of Government & Public Service.

General Lynch asked the Ambassador what attracted a man so accomplished to offer his time
to speak at this conference. The Ambassador said the conference’s emphasis on how not to “Ignore the Simple Solution,” and his personal experiences with the mentor-mentee dynamic. So when General Lynch asked Ambassador Crocker to speak, he accepted. “Don’t ignore the simple stuff.” When he was a member of the Foreign Service, he found a fellow colleague one year his senior who was swiftly advancing through the service’s ranks. He would not make her privy to this until years later, but he would often ask himself what his colleague would do in a given situation and then do it. Eventually, both mentor and mentee would achieve four-star status on the same promotion list.

With just about 13,000 full-time employees, the State Department is small by any measure. To put this in perspective, this is about the same size it takes to man only 2 of the 20 commissioned aircraft carriers in the US Navy! The State Department members’ often find themselves in quite extreme and potentially life-threatening places, as was noted in the 2012 unfortunate incident that resulted in the death of Ambassador Chris Stevens and his colleagues in Benghazi.

The State Department works closely with foreign military coalitions and governments to arrange access for troops through the securement of air rights and ground troop privileges. But, not all of the Department’s efforts are covert and military-focused. When Pakistan had a devastating earthquake back in October 8, 2005 that killed over 80,000 people and injured an even greater number, the United States State Department responded. The earthquake made national news, even if the State Department’s humanitarian efforts did not.

The world may not be a perfect place, but people like Ambassador Crocker and his colleagues will not allow this to deter their efforts to create positive outcomes in the face of adversity. Progress does not occur overnight, but it will occur and the seeds of progress on foreign soil are already being sowed. Ambassador Crocker commented that while American citizens have grown tired of war (the US is now in its 17th year of armed conflict abroad), there is no set time line to exit Afghanistan: “We will stay as long as needed.”

A question was asked about how to create ties that work to conjoin the Business class and Warrior class? This question proved quite applicable as many of the speakers at the Zensights Adapt of Die Conference credit their military background as part of their fundamental leadership abilities. The fact that there is a dearth of a military presence in the tech world was broached as an example. Will Google, Amazon or Netflix adopt a strong veteran
support system? No one can be sure since there aren’t many senior executives at these companies with a military background. Military service impacts the soldier, his or her spouse, children, community and, of course, his or her employer. Ambassador Crocker pointed out that the support or lack thereof from the current business community to provide more adequately for military veterans needs to be closely monitored.

The Ambassador was then asked what other ‘Hot Spots’ are on the State Department’s radar? The Ambassador responded that there exists the need to accept that the battlefield is no longer a defined conflict setting, involving traditional uniforms and textbook strategies, but a loose federation of idealists who are willing to die for a cause in an attempt to inflict as much pain on their “adversaries” to fulfill their self-promoting agendas.

Change is inevitable, and the need to adjust accordingly is of the utmost importance. The British Redcoats thought the American Colonists weren’t playing fair wearing camouflaged animal skins and hiding in the woods when attacking the British. Didn’t these rebels know they were supposed to line up across from the British soldiers, flags waving, bugles and drums blaring, prior to their straightforward “charge”? Those that accept change will flourish; those that do not will perish.
and should be lauded for their decisions to do so. Today it is a football field, but tomorrow it could be a battlefield where some will sacrifice their lives for a greater good of our country.

The matchup between Army and Navy is a prelude to the future life and death conflicts these young officers in training will face during their military service. The Ambassador said that seeing the procession of the 4,400 Cadets and the 4,500 Midshipmen in their dress uniforms march out onto the snowy field should serve to motivate a renewed faith and pride in tomorrow's leaders.

Progress has continued to be made in the area of gender equality. The first women entered West Point in 1976 and The Naval Academy in 1980. Today, West Point is proud of another first with the appointment of a young African American woman, Cadet Simone Askew of Fairfax, VA, as the 1st Captain of the US Army – West Point. Cadet Askew has been entrusted with the prestigious role of leading roughly 4,400 West Point Cadets for 2017–2018 academic year.

The stars must have aligned in favor of Army, as the football match on Saturday could have gone either way. With just seconds on the clock, Army held a 1-point lead late in the fourth quarter, but Navy had the ball and one final chance to win the game. The snow continued to fall, the field lines were blurred, hands were cold, and feet were wet as Navy attempted a 48-yard field goal. While the crowd hushed, the kick had the distance but the football veered off course as it sailed towards the goalposts, only to go wide. For the second year in a row, Army won the game, 14-13. The Cadets flooded the field in joyous celebration. Frozen noses and numbed toes be damned!

Later that night, General Caslen led several West Point cheers as the Army football team and many alumni gathered around the perpetual trophy in the hotel lobby. As Commandant of West Point, he was clearly “in the moment” and enjoying himself. To note: General Caslen was the Keynote Speaker
at the most previous Adapt or Die Conference, which was held at West Point last May 2017 and focused on Diversity and Inclusion.

Ambassador Crocker’s life-time commitment to serving our country may not always be recognized in the headlines, but his efforts have made the world a better and safer place to live in. His insights brought clarity to some complex issues and manifested that there are intelligent people working toward effecting a common good. His support of the military and his metaphorical take on the football game were quite poignant. Though Army won the 118th football game between them and Navy, all of the Cadets and Midshipmen are to be looked upon as this country’s true winners as they have chosen to protect the lives of their fellow countrymen over their own. For this, the citizens of this country should offer them the most sincere gratitude.

Army takes to the field after close win over Navy. Note Army’s all-white uniforms which commemorate the 10th Mountain Division, formed during World War II and designed for winter conditions. Navy’s uniforms were a tribute to the Blue Angels, the U.S. Navy’s flight team.

Lt. General Robert Caslen, the Superintendent of the United States Military Academy at West Point saviors the 14-13 win over Navy.

Down to the wire - Navy’s 48-yard field goal attempt to win the 118th Army / Navy football game. The kick went the distance, but was wide of the goal post. Army wins 14 – 13.

The Commander-in-Chief’s perpetual football trophy, now residing in the middle of the Mess Hall at West Point, before being moved the Army’s Hall of Fame at West Point.
Looking ahead, the next Adapt or Die Leadership Conference will be occur on the 9th and 10th of May 2018 on the hollowed grounds of the Gettysburg Battlefield. The conference is titled Leadership Under Fire. General Lynch will “command the troops” and will provide insights into the perspectives and actions of generals from both the North and the South. While we all know the outcome of this conflict, learning how this battle was fought and eventually won will no doubt be an engaging and enlightening experience.

Zensights Founder & CEO – Bob Jansen, General (Ret.) Fred Franks Jr., and Betty Jean Schwartz in the background all appropriately dressed for the raw weather during both the tailgate and the football game.

Braving the elements: (L – R) Sandy Costa, Lt. General (Ret.) Paul “Butch” Funk, General (Ret) Fred Franks, Jr., & Lt. General (Ret) Rick Lynch
Dave Cach, Kasie Jansen and John Arena entering the stadium as the Navy Midshipmen line up for their march onto the field.

Lou Sanquini and Robert Freeberg down on the field before the game. Note the respective headgear!

Caroline, Terry and Will Passano bundled up for the game.

Blackhawks helicopters practice flyover before the weather closed in. Quite a sight and sound!

foreground - Brigitte Nettesheim (West Point graduate) and Bob Jansen background - Sharon Clarke all warming up in the suite during the game.

Kasie Jansen and Andy Ajello ‘bivouacked’ during the MOAT – Mother of all Tailgates. Note the dueling head gear with Kasie promoting Army and Andy supporting Navy. Game On!
Trying to keep warm around the fire

Bob Jansen, Ambassador Ryan Crocker, and Kasie Jansen


(L-R) Murdo Gordon, Marty Whalen, Stefan Hendricks