

# EMPOWER

An OWL Magazine



fall 2017

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OWL

OPHTHALMIC WORLD LEADERS



## Why Advancing Diverse Leadership is OWL's Mission

“When discussing the name change to Ophthalmic World Leaders, “The name change/opening it up to support everyone else – when I saw that I thought to myself, although women in ophthalmology are still underrepresented in some areas (like glaucoma podiums), leave it to a group of women to start early thinking and opening it up to others who are underrepresented to accelerate careers and development. It was a classy move . . . and a powerful display of leadership!”  
Nathan Radcliffe, MD

More than two years ago, OWL embarked on a significant expansion of our mission and vision for the organization. Prior to this time, the OWL acronym stood for Ophthalmic Women Leaders. The transition was to OWL, embodying and representing Ophthalmic World Leaders. While this may seem like a huge change (and is definitely aspirational) it was actually a very logical next step for our organization to best serve our members and the ophthalmic community.

**Here's how:** The new name, mission, and vision demonstrated our movement and commitment to be an inclusive organization that is focused on advancing diverse leadership. The OWL organization is fortunate to have a diverse membership that comes from across the ophthalmology field, representing many different touch points with patient care.

**Why is this important?** There's no doubt that the ophthalmic community is facing myriad challenges. These challenges are significant and will require forward-thinking leaders who are willing to deploy teams that bring better ideas leading to better overall solutions. These leaders will come from across generations and genders, and bring unique cultural perspectives. Diverse teams will best reflect the community we serve and enable us to ultimately develop and support our teams and advance patient care most effectively.

Research supports that advancing diversity has key merits. Witt/Kieffer conducted a national survey on Advancing Diversity in Healthcare Leadership that produced interesting results. Key sights showed that organizations thrive on diversity of thought. Respondents cite myriad distinguishing attributes that diverse leaders bring to their organizations, including:

- Providing disparate points of view and ways to solve problems
- Creating more robust dialogue
- Making broader intellectual decisions and thinking “outside the box”
- Understanding culture and language
- Creating better awareness of community needs
- Enriching the internal environment where cultures learn from each other
- Expressing empathy, communicating openly and instilling trust

OWL will continue to drive our programming, initiatives, and focus to advance diverse leadership – supporting our members and the ophthalmic community we serve. We hope you join us and help move this mission ahead.

All my best,

Heather Ready  
President

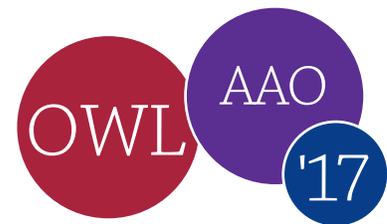
Ophthalmic World Leaders (OWL) • Advancing Diversity in Leadership

## OWL Appreciates Champion Circle Members

Champion Circle Members are advocates and champions of the OWL Mission, Vision, and Values; they are leaders in their organizations in alignment with OWL's mission; they actively recruit new OWL members, contribute significantly in OWL by attendance, and leadership at Board or Committee levels, and they are key in driving OWL's Mission forward.

D. Michael Ackermann, PhD • *Vice President, Neurostimulation, Allergan*  
Judy Bartlett-Roberto • *Vice President, Marketing, Optovue Inc.*  
Susan Benton • *Head of New Ophthalmic Products, Shire*  
Laurie Brown • *Senior Consultant, BSM Consulting*  
Catherine Clark • *Executive Director, Perrysburg Eye Center*  
Robert Dempsey • *Group Vice President - Head of Global Ophthalmics Franchise, Shire*  
Aimee Derosiers • *Senior Vice President of Marketing, NVISION Eye Centers*  
Wellentina Greer • *Head of Marketing, USA at Heidelberg Engineering*  
Kendra Hileman • *Director, Head Clinical R&D, Johnson & Johnson Vision*  
Ann Marie Hipsley • *Founder & President, Ace Vision*  
Diane Houtman • *VP Professional Relations, Advanced Vision Research - An Akorn Company*  
Rebecca Hussain • *President, RHMM Inc.*  
Anish Kapur • *Vice President of Sales & Marketing, iMedicWare*  
Joseph Kelly • *Chief Marketing Officer, SightLife*  
Tracy Kenniff, MBA, OCS • *Practice Administrator, Eye and Lasik Center*  
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Marsha Link • *Principal, Link Consulting*  
William Link • *Managing Director, Versant Ventures*  
Beth Marsh • *Global Commercial Lead, Shire*  
Bob Noecker • *Leading Ophthalmologist, Ophthalmic Consultants of Connecticut*  
Craig PISO, PhD • *Principal, PISO and Associates, LLC*  
Heather Ready • *Senior Manager, Marketing, Surgical, Johnson & Johnson Vision*  
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Carlton St. Bernard • *DVP Americas Commercial Operation, Johnson & Johnson Vision*  
Dinamarie Stefani • *Director, Clinical Operations, Johnson & Johnson Vision*  
Savak Teymoorian • *Partner and Physician, Harvard Eye Associates*  
Ellen Troyer • *CEO / Chief Research Officer, Biosyntx Inc.*  
Catherine Truitt, PhD • *Head, Search and Evaluation, Surgical, Alcon*  
Maureen Varnon • *Director of Marketing and Communications, American Society of Cataract & Refractive Surgery*  
Brent Wilde • *President, Minnesota Eye Consultants*  
Joanna Williams • *Chief Operating Officer, Lexitas Pharma Services Inc.*

Learn more at [www.owl-site.org](http://www.owl-site.org)



## Join OWL at AAO Signature Event and Awards Ceremony

Sunday, November 12th  
5:30 – 7 pm  
The Ogden Museum of  
Southern Art  
925 Camp Street  
New Orleans, LA



“Problem Solving and  
The Unexpected Path  
to Leadership”

Keynote Speaker:  
Doug Koch, MD

Professor of Ophthalmology,  
Baylor College of Medicine

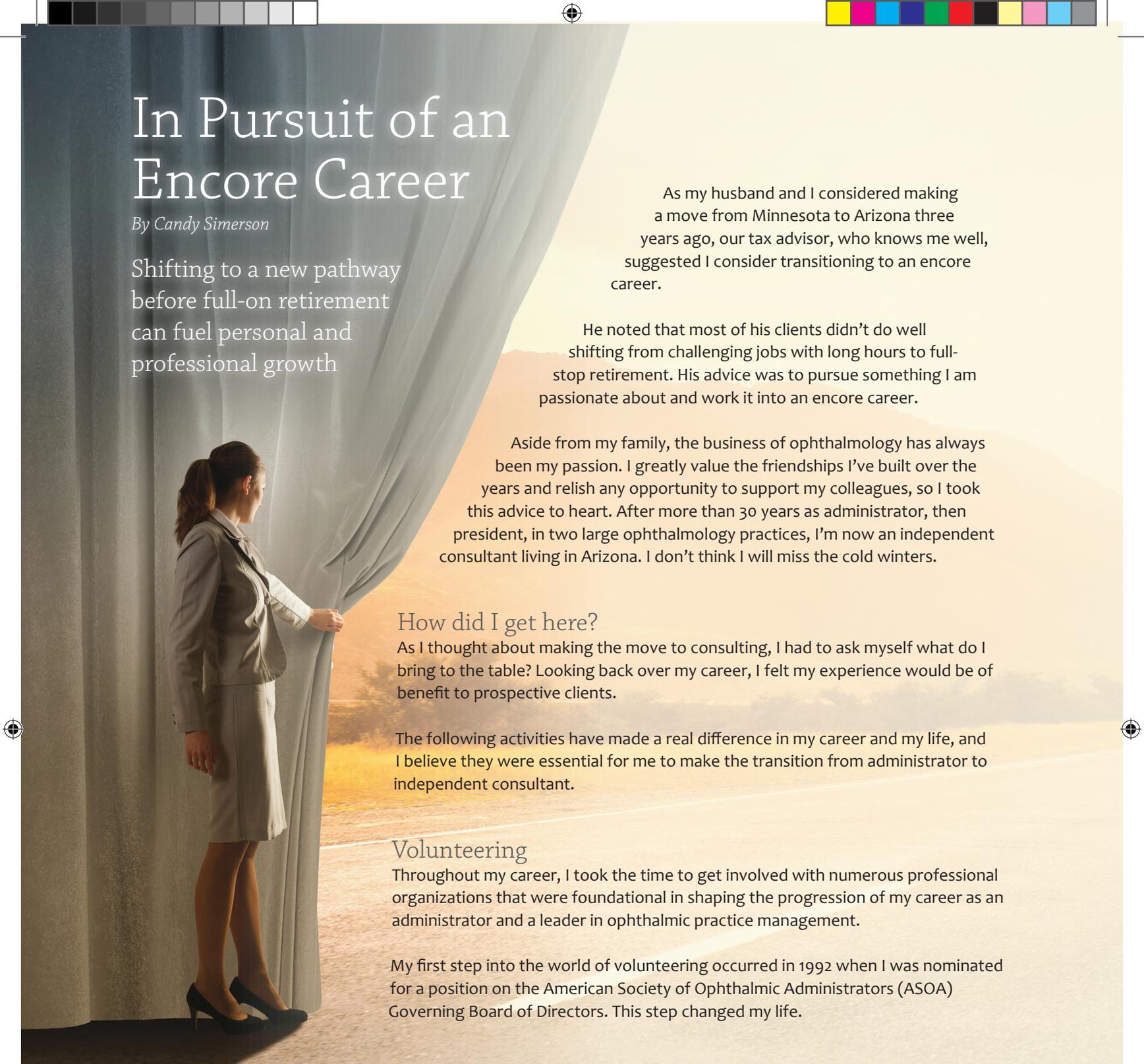


2017 OWL Awards  
presentation of  
Visionary, Catalyst,  
and Rising Star  
award winners.

The Award sponsors:  
Visionary – Ziemer  
Catalyst – Zeiss  
Rising Star – Link Consulting



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for details and to register



# In Pursuit of an Encore Career

By Candy Simerson

Shifting to a new pathway before full-on retirement can fuel personal and professional growth

As my husband and I considered making a move from Minnesota to Arizona three years ago, our tax advisor, who knows me well, suggested I consider transitioning to an encore career.

He noted that most of his clients didn't do well shifting from challenging jobs with long hours to full-stop retirement. His advice was to pursue something I am passionate about and work it into an encore career.

Aside from my family, the business of ophthalmology has always been my passion. I greatly value the friendships I've built over the years and relish any opportunity to support my colleagues, so I took this advice to heart. After more than 30 years as administrator, then president, in two large ophthalmology practices, I'm now an independent consultant living in Arizona. I don't think I will miss the cold winters.

## How did I get here?

As I thought about making the move to consulting, I had to ask myself what do I bring to the table? Looking back over my career, I felt my experience would be of benefit to prospective clients.

The following activities have made a real difference in my career and my life, and I believe they were essential for me to make the transition from administrator to independent consultant.

## Volunteering

Throughout my career, I took the time to get involved with numerous professional organizations that were foundational in shaping the progression of my career as an administrator and a leader in ophthalmic practice management.

My first step into the world of volunteering occurred in 1992 when I was nominated for a position on the American Society of Ophthalmic Administrators (ASOA) Governing Board of Directors. This step changed my life.

I campaigned and was voted onto the Board, eventually being selected as president for a two-year term. While serving as an ASOA Board member I volunteered to participate in developing a certification program that evolved into the Certification of Ophthalmic Executives (COE) credential. I worked with a team of six to eight volunteers and served on a task force for two years developing the concept and test content.

Ultimately, I became the first Chair for the National Board for Certification of Ophthalmic Executives (NBCOE). In 2015, I was invited to be a Board member for the Scientific Advisory Board for the Hawaiian Eye Foundation, and in 2016 a Board member for Ophthalmic World Leaders (OWL). Each of the foregoing volunteer activities afforded me the opportunity to broaden my experiences, meet new people, and gather new perspectives – all of which are invaluable as I considered the move to consulting.

By their very nature, volunteer organizations each have a unique work environment that is very different from your day job. Participating in volunteer organizations can take some courage, as normally there's a lack of clarity as to one's precise role. Each organization has a distinct culture, expectations, and politics. The same is true working as a consultant with various practices or industry partners. Experiencing different environments presents a fantastic chance to learn and grow.

## Public Speaking

Proficiency in presenting topics of interest to your colleagues in the ophthalmic community helps establish your credentials in selected topic areas. Although public speaking can be terrifying at first, the more you do it, the more comfortable it becomes. It's a wonderful way to share information, meet people, and get your name out there! As a speaker, you generally have the opportunity to be involved with program planning which takes you to another level of connecting with subject-matter experts.

## Writing

Composing articles is another activity and way to connect with colleagues and industry representatives and to build name recognition. Ophthalmology publications are always seeking subject-matter experts who are willing to be authors and write on relevant topics. It's another mechanism for interacting with people to exchange information and develop resources. The ability and willingness to contribute is especially helpful to further one's career.

## Networking

My volunteering, public speaking, and writing activities have facilitated professional growth and helped me to establish personal relationships far beyond what I would have been able to accomplish on my own. Over the years these experiences have evolved into an extensive network of friends. My cadre of colleagues provides inspiration, helps with problem solving, and offers their unique perspective when I'm confronted with new business challenges. These activities have helped me build strong relationships and name recognition, which has been tremendously helpful with initiating my consulting career. In effect, I built my own brand before I ever started consulting.

A consultant is typically brought in to resolve a pressing issue(s) or to provide resources or expertise. Typically, my approach is to:

- 1 Triage the current situation based on the provided information (understand the issue);
- 2 Thoroughly fact-find the situation;
- 3 Develop a close and candid relationship with key stakeholders;
- 4 Develop an action plan for issue resolution;
- 5 Obtain stakeholder concurrence, and
- 6 Implement and manage the necessary changes to produce the desired outcome.

As an independent consultant I'm tasked to achieve the desired outcome, which usually involves significant expertise in a variety of areas. To accomplish this, I'm fortunate to be able to reach through my network to tap into specialized help as needed for advice and support. Some of these content areas include relationships with legal, financial, information technology, marketing attorneys, financial, and compliance experts.

I've found consulting to be an energizing encore career. No one day is the same as the next. I recognize there's always more to learn. ■

*Candy Simerson is President/CEO, iCandy Consulting, LLC.*

*Candy Simerson*



# Nominees for the 2017 OWL Awards

OWL is pleased to announce the nine candidates for the 2017 Visionary Award, Catalyst Award, and Rising Star Award. The winner in each award category will be announced at OWL's Signature event at the AAO meeting in New Orleans on Sunday, November 12 at the Ogden Museum of Southern Art.

## Visionary Award Nominees

*Honoring an individual who has paved the way for diversity in their field through significant achievement.*



Susan  
Benton

Susan Benton joined Shire two years ago in Corporate Development to aid the team in building a world class ophthalmics franchise. Since joining the team, she has led two successful transactions including the acquisition of Foresight Biotherapeutics in 2015 and the recent exclusive licensing deal with Parion Sciences for a novel dry eye compound. In June 2017, she assumed a newly created role as the Head of New Products for the Global Ophthalmics Franchise.

Susan has nearly 20 years of strategic and commercial ophthalmic industry experience in both large and small companies. Before joining Shire, Susan worked in global business development at B+L Pharmaceuticals where she led or facilitated the business development and licensing efforts that resulted in over ten transactions in the three years prior to the acquisition by Valeant. She is an entrepreneur at heart and was a Founder and Head of Sales and Marketing for a start-up venture, Sirion Therapeutics. During her tenure at Sirion, Susan was instrumental in the development and commercialization of Durezol and Zirgan, before both products were acquired by Alcon/Novartis and Bausch + Lomb/Valeant respectively. *Continued on page 9*



Wayne  
Caulder

Wayne Caulder is the Head of US Sales, Ophthalmic Devices at Carl Zeiss Meditec, which includes Ophthalmic Diagnostics, Surgical Ophthalmology and Refractive Lasers. The company is one of the world's leading medical technology companies, supplying innovative technologies and application-oriented solutions designed to help doctors improve the quality of life of their patients. Carl Zeiss Meditec provides complete packages of solutions for the diagnosis and treatment of eye diseases, and creates innovative visualization solutions in the field of microsurgery.

Throughout his 25+ years in executive leadership roles in ophthalmology for both emerging and Fortune 500 companies, Wayne has launched companies and technologies that have shaped the industry. He focuses on building and retaining diverse teams of dedicated, high-performance professionals who work in partnership with doctors to understand and meet their practice needs with products and solutions that enable them to provide the best patient care.

Wayne is regarded as a collaborative leader who brings a positive, "what is possible" approach to Ophthalmology.

*Continued on page 9*



Cynthia  
Matossian,  
MD, FACS

Cynthia Matossian, MD, FACS, is the founder and Medical Director of Matossian Eye Associates, an integrated ophthalmology and optometry private practice with locations in Mercer County, New Jersey, and Bucks County, Pennsylvania. She specializes in refractive cataract surgery and ocular surface disease.

Dr. Matossian is recognized as a thought leader and pioneer in her field; she regularly speaks and is published both nationally and internationally. She serves as a Clinical Assistant Professor of Ophthalmology (Adjunct) at Temple University School of Medicine.

A graduate of the Hershey Medical Center of Penn State University, Dr. Matossian completed her Residency in Ophthalmology at George Washington University Medical Center in Washington, DC.

Dr. Matossian also serves as the official team ophthalmologist for the Trenton Thunder, a Class AA Affiliate of the New York Yankees.

## Catalyst Award Nominees

Honors an individual who has contributed significantly to helping others advance their career in eye care.



Malvina B.  
Eydelman, MD

Dr. Eydelman is a board-certified ophthalmologist. She received her M.D. degree from Harvard Medical School and a Doctorate in Health Sciences and Technology from Massachusetts Institute of Technology (M.I.T.). She brings more than 20 years of dedication to the public health in her current role as the Director of the FDA's Division of Ophthalmic and Ear, Nose and Throat Devices. She leads a large, multidisciplinary staff that assures the safety and effectiveness of medical devices.

Dr. Eydelman organized multi-stakeholder public-private partnerships; oversaw development of regulations and guidance for industry; and convened over 30 public meetings of FDA Medical Device Committees.

Dr. Eydelman originated numerous symposia and workshops to facilitate ophthalmic device innovation and has been instrumental in expediting development of novel endpoints for clinical trials of pioneering technologies. She was instrumental in establishing unique industry/academia/government collaboration, creating patient-reported outcome (PRO) measures for patients with premium IOLs.

Dr. Eydelman has spearheaded many clinical and laboratory studies designed to improve the safety and effectiveness of ophthalmic devices. She was the Principal Investigator for FDA / National Institute of Health / Department of Defense LASIK Quality of Life Collaboration Project.

*Continued on page 9*



Kendra  
Hileman, PhD

Kendra has been in the ophthalmic space for 22 years in various clinical research roles and has greatly enjoyed serving as a mentor and coach to many clinical and regulatory colleagues. Kendra started her career at Alcon, where she held several positions of increasing responsibility in both the medical device and pharma including Sr. Director of Clinical Research for Surgical Products, Head of Global Clinical Site Development, Head of External Disease Clinical Research, and Head of Intraocular Lens Clinical Research. In 2013, Kendra joined Abbott Medical Optics as the Global Head of Clinical R&D, and remains as the Head of Clinical R&D for the Surgical Platform of Johnson & Johnson Vision, following the recent acquisition. Within each of her professional roles, Kendra has identified and supported the professional growth of talented personnel around her. Whether acting directly in a supervisor role or indirectly in a mentoring role, she fosters collaboration, accountability, and innovation, while allowing learning in a positive environment.

Kendra's influence and opportunity for positive impact extends beyond her daily corporate activities through her involvement with leadership organizations, ophthalmic professional societies and industry cross-collaborative initiatives.

*Continued on page 9*



Beth  
Marsh

Beth Marsh is an experienced strategic marketing and business development executive with over 20 years in the ophthalmic pharmaceutical and medical device markets. During her career, she has held leadership roles in sales, training, management, marketing, medical education and licensing. Beth joined Shire's ophthalmics team last year as Global Commercial Strategy Lead. Prior to Shire, Beth was working at her own consulting firm to assist development-stage ophthalmic pharmaceutical and medical device companies prepare for commercial success, acquisition, or investment. She successfully led the business development efforts for her client, Acix Therapeutics when they were acquired by Nicox SA. In the past, she's held leadership roles across functions and was a key team member working on the commercial launches for the ophthalmic business units at Johnson & Johnson, Novartis, Santen and Akorn.

Training and development has played a significant role in Beth's career. As Training Lead at several companies she has trained hundreds of sales representatives and managers. Beth executed programs to develop future leaders and managers focusing on developing people to generate sales success. She has also established ophthalmic preceptorship programs for industry with nationally-known ophthalmic clinics.

*Continued on page 9*

## Rising Star Nominees

Honors an individual who is an emerging leader in the ophthalmic space.



Rebecca  
Hussain

Rebecca Hussain is the president of RHMM Inc, a strategic healthcare marketing firm, which brings a unique and virtuoso approach to developing and refining client marketing efforts. After spending time gaining experience in medical publishing and education, she saw a gap in how healthcare companies communicate and interact with eye care professionals. Building on that base, her development has been achieved through research, tenacity, physician relations, and learning from experts in her field.

Established as a strategic thinker and doer, Rebecca knows what success and failure look like at a strategic, operational, and tactical level. Her steadfast devotion to client relations, patient advocacy, and business ethics has produced successful multi-million dollar launches, acquisitions, and optimization of commercial spend for her budding biotech companies to her Fortune 500 clients. She is involved in several ophthalmic philanthropic groups and believes there is a responsibility and opportunity to change patients' lives with new treatments and patient advocacy efforts.

Rebecca recently received a PM360 ELITE strategist award highlighting her "atypical experience" and drive which explains the increasing scope of responsibility transferred to Rebecca and her team; an endorsement she is on the right track. ■



Kristen Harmon  
Ingenito

Kristen Harmon Ingenito has more than a decade of experience in the ophthalmic industry, with nine of those years analyzing markets and reporting for Market Scope. Kristen manages the Global Ophthalmic Division, and authors the Refractive, Dry Eye, and Ophthalmic Diagnostic market reports. In addition, she is a contributing writer for Ophthalmic Market Perspectives, the firm's monthly industry newsletter, as well as several other industry publications.

In addition to working full time, Kristen is currently halfway through pursuing her MBA at The George Washington University School of Business, with a focus on global consulting and entrepreneurship. She was honored to be named a Forté Fellow with GWSB through the Forté Foundation, a non-profit consortium working to launch women into fulfilling and significant careers.

Kristen has been an OWL member since she began her career, and is currently Co-Chair of the OWL Programs committee. She is currently focused on bringing engaging content and authentic leaders to the front of our conversations, and gains continual inspiration from the passion and effort poured into this organization behind the scenes.

When she's not numbers crunching or building awesome charts, Kristen enjoys spending time outdoors with her husband (Tony), daughter (Izzy), and dog (Lola).

*Continued on next page*



Bindu  
Manne

Distinguished by an early trail-blazing career, Bindu Manne brings an award-winning background in pharmaceutical sales and an in-depth understanding of the ophthalmology industry to the OWL Network.

Bindu is an epitome of how diversity can strengthen networks and what heights can be achieved when compassionate mentorship and exclusive opportunities are offered to our emerging leaders.

Deepening her commitment to OWL, Bindu has spent her third year acting as Co-Chair of the Membership Committee and Chair of the Digital Committee. In her role, she has continued to recruit a diverse group of influencers including physicians, practice administrators, and industry leaders with an interest in engaging ophthalmology residents to the OWL network, offering talented youth visibility and a place among the top echelons of the ophthalmic community earlier on in their career.

Her passion stems from her own experience with both male and female mentors at OWL who role-modeled service and volunteerism to the field of ophthalmology, thus inspiring her to take leadership roles within the community. Their altruistic spirit motivated Bindu to take on additional responsibilities in ophthalmology by serving as a Member of the Global Council of Advisors and Advocates at SightLife and as an Advisory Board Member at Eye Foundation of America.

*Continued on next page*

## OWL Award Nominees *continued*

*Susan Benton continued from page 6*

Before finding her home in the ophthalmic community, Susan ran the \$1B US sales organization for J&J Lifescan and worked in vaccine marketing and sales for Sanofi Pasteur. Susan and her husband Doug are active in their New England community and serve a number of charitable organizations in their spare time. Susan earned her Executive MBA from the University of South Florida and a BS in Biology from Muhlenberg College. ■

*Wayne Caulder continued from page 6*

Wayne focuses on creating “win, win, win” solutions for his customers, his partners and his teams. He believes that everyone contributes to the success of an organization and each person is a valued member of the team. Whether it be Pharmaceuticals, Medical Devices, Capital Equipment, Injectables or Surgical offerings, Wayne leads each team with the same vision. “Innovation is not easy, driving adoption to new technology starts with the customer.” Wayne places an absolute premium on the relationship with the customer and their success, which means above all, helping patients.

Prior to joining ZEISS, Wayne was President of North America for i-Optics / Cassini; Vice President of Sales for VisionCare Ophthalmic Technologies; Director of Sales for ISTA Pharmaceuticals (now Bausch + Lomb/Valeant); and President of the Simeon Group. ■

*Malvina B. Eydelman, MD continued from page 7*

This effort led to development of a valid web-based questionnaire to assess LASIK patients. Dr. Eydelman’s direction of laboratory studies resulted in improved safety and performance of contact lenses. Currently, she leads FDA’s collaboration with the Johns Hopkins University and the University of California, San Francisco / Stanford Centers of Excellence in Regulatory Science and Innovation. This initiative will determine patient preferences and develop PRO measures for glaucoma patients eligible for MIGS.

Dr. Eydelman has been granted a U.S. patent, published nearly 100 peer-reviewed articles, book chapters, and monographs and presented over 200 lectures worldwide. She has guided development of more than 50 ISO and ANSI standards for ophthalmic devices.

Among her government and professional awards are: the Secretariat Award and the Achievement Award from the American Academy of Ophthalmology; the President’s Award from the American Glaucoma Society; and the Award for Excellence in Laboratory Science and Outstanding Service Award from the FDA. ■

*Kendra Hileman, PhD continued from page 7*

Kendra joined OWL in 2009 and became more involved after joining the Southern California Chapter. From 2014 to 2016, she served as Co-Chair, and later Chair of the Ophthalmic Industry Professionals Interest Group of OWL, hosting the OWL Roost at ESCRS, and several discussion panels at AAO and ASCRS including “Career Pathways” and “Surviving and Thriving Mergers and Acquisitions.” In addition to OWL activities, Kendra was on the West Regional Leadership Team of Abbott Women Leaders and led the effort to start a local Santa Ana chapter of Abbott Women Leaders. Throughout her career, Kendra has been actively involved in ANSI standard committees for Intraocular lenses, and currently serves on the American Academy of Ophthalmology and FDA Task Force for Patient Reported Outcomes and contributes to Advamed for the Ophthalmic Sector. ■

*Beth Marsh continued from page 7*

Beth has been a proud member of OWL for over 10 years and has participated in a variety of roles including serving on the Membership Committee and re-establishing the Mentorship program. Beth is the current Chair of the Development Committee and Vice-President of OWL. Beth also gives back in her community as Past-President of the Allendale Shelter Club, a non-profit committed to supporting the Allendale Association’s mission of providing excellence and innovation in the care, treatment, education and advocacy for children and youth with serious emotional, mental health and behavioral challenges. ■

*Kristen Harmon Ingenito continued from page 8*

Kristen also enjoys being at the stables fulfilling her childhood pony dreams. Overall, Kristen credits her success to tenacity, a good sense of humor, and an incredibly supportive tribe of family and friends. ■

*Bindu Manne continued from page 8*

Prior to her current position as Associate Director, Market Development at Shire Ophthalmics, Bindu was the Regional Business Director for Imprimis Pharmaceuticals and formerly, Bindu was an independent consultant advising on practice management. Bindu’s extensive experience comes from over a decade working with multi-national companies including Inspire, Merck, and ThromboGenics as well as a startup venture and medical innovation lab. Bindu has led new product launches, advised on marketing strategies, and has strengthened ophthalmology practices and businesses all over the country. ■

# Career Path: How to Hire the Right Employee in 90 Days

By Brad McCorkle

Stepwise timeline helps organizations manage hiring expectations for a successful outcome

Many of the eye-care organizations that are looking for hiring services are under the inaccurate assumption that hiring is something that can happen quickly. Our research, after nearly a decade of collecting data on eye-care hiring, shows that on average it takes 90 days to find a good fit.



In the grand scheme of your year, this is really no time at all. The best way to manage hiring expectations and to have a successful outcome is to plan ahead for your hiring needs.

This article outlines a 90-day hiring plan. Use this timeline to inform key stakeholders about realistic, research-supported hiring.

## Before posting a job, take a few days to:

- **Determine what job role needs to be filled.**

Ask yourself: If someone left your team, what is the best plan to re-hire for that role? Is there a need for a new role? Is there someone on my team currently who can be promoted? What other positions might I need to fill in the next year?

- **Make coverage arrangements with the rest of your team.**

People management tip: This would be a good time to check in on employee morale. Are people happy with the roles they have? Is anyone looking to move up or on? Sometimes team changes cause current employees to feel differently about their job and you wouldn't want to lose anyone else on your team right now.

Pro tip: If you feel like someone else has become disengaged, it might be useful to post two jobs, just to make sure you have applications ready.

- **List your job ad online on an industry-specific job board.**

Write a detailed job advertisement promoting the open position.

Call a recruiting specialist to learn more about posting a job, special promotions, and more helpful hiring advice.

## Once your job is posted, here's what to do in the first 30 days.

- **Post a job and collect applicants.**

Realistically, it takes 2 to 3 weeks to get a good set of applications, because it takes time for people to see the ad and get in their materials. While you wait, take action on the following three points.

Send an eblast (such as Connect2Hire) where you can reach thousands of job seekers directly with just one click.

Turn on a proprietary assessment tool to predict job performance. Save time by identifying the best candidates by simply viewing scores.

Post the position on your organization's social media platforms.

## After 30 days:

- **Schedule initial phone screenings with top candidates.**

- **Schedule second-round, in-person interviews at the practice.**

Ask yourself: Who are the people who need to be in the interview? Do you need to bring in your business manager or someone who is off-site? Who would be the new candidate's supervisor? Do you want interviewees to say hello to the whole team? When will everyone be available?

Interviews can easily take up the whole 30 days when you take scheduling into account so plan accordingly.

It's a good idea to interview two to three top candidates in-person, but this is an important decision to be sure to talk to anyone you like.

This is where the assessment is really valuable. Focus your energies on those who scored an 8 or higher.

- **Customize interview.**

Print out the assessment interview guides tailored to the strengths and weaknesses of your applicants, and share them with anyone else involved in the interview process.

- **Make it a group effort.**

Obtain feedback from your team and other major stakeholders on how the candidates performed in the interview.

## After 60 days:

- **Do a third round of interviews if needed.**

- **Make an offer.**

One of the best advice we can provide is: Don't stop running your job ad just because you made an offer! In the event that your top pick doesn't accept, which could be for all sorts of reasons beyond your control, you'll want to be able to get back in touch with other candidates quickly.

Place an expiration date on your current offer.

- **Send out friendly rejection letters to interviewees you're certain you don't want to keep on the back burner.**

- **Establish a trial period.**

Lock in a great hire for a 90-day probationary period. If for some reason it doesn't work out, don't worry. An applicant-tracking system saves all of your hiring history including job descriptions, past candidates, and all assessment scores.

Pro tip: You might connect with a candidate who you loved, but for whatever reason it didn't work out. Don't forget that they will be in your applicant-tracking system the next time you need to hire. Maybe they needed more experience and six months down the road, they will be perfect. Use every hiring round as a vehicle to meeting top eye-care talent. At some point, it could work and this makes your saved hiring histories extremely valuable. ■

Brad McCorkle is founder of Local Eye Site.

The full version of this article originally appeared at <http://go.localeyesite.com/2017/07/free-hiring-timeline>

Brad McCorkle



## OWL Board of Directors



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