

# EMPOWER

An OWL Magazine



fall 2016

## contents

- 2 Ever Thought of a Plan Z?  
*by Heather Ready*
- 3 Nominees for the OWL Visionary Award,  
Catalyst Award, and Rising Star Award
- 6 Advancing Diversity is Bold, Brave, and Necessary  
*by Angela Bedell*
- 8 Leader to Leader: Enabling your Team to be  
Drivers of Change  
*by Rose Wynne Brooks*
- 10 Contemplating Big Changes?  
*by Jan Beiting*
- 14 Career Path: Five Steps to Creating an Employer Brand  
*by Brad McCorkle*

OWL  
OPHTHALMIC WORLD LEADERS



## Ever Thought of a PLAN Z?

“Having a plan doesn’t mean you aren’t flexible or responsive. It just means you are putting your vision and mission into defined steps to move forward.”

Welcome to the Fall edition of *EMPOWER!* Before long, we will be heading into a busy season with a variety of activities, including the AAO in Chicago. As I look forward to the exciting events that OWL is planning, I also reflect on recent OWL events that have added value to me.

After attending one of the OWL Interest Group events in New Orleans during ASCRS, I read the book, *The Start-up of You*, by Hoffman and Casnocha. The book was the focus of the session. What I found especially compelling is the authors encourage each of us to gear our career development as though we were an entrepreneur driving a start-up company (think adaptable and nimble).

One nugget from the book, especially in the ever-changing world of ophthalmology, is to have a plan. I know, I’ve just said the “P” word. But really, having a plan doesn’t mean you aren’t flexible or responsive. It just means you are putting your vision and mission into defined steps to move forward.

The authors further recommend that you need not only a Plan A and B, but should also formulate a Plan Z. What is Plan Z, you may ask? Well, that’s the plan you put in your back pocket in case all your previous plans don’t work. It is a highly reliable plan you can go to when you no longer have confidence in Plan A or B. Plan Z is the ultimate back-up plan that can enable you to regroup in the changing environment and reposition yourself to drive the start-up of you forward.

Do you have a career plan? What about a Plan B? Ever thought of a Plan Z?

OWL can help. Our mission is to advance diverse leadership in ophthalmology. That means that OWL can help you plan forward to enhance your leadership abilities and move your career and organization toward the goal line.

OWL is here to help. Please see our website ([www.owlsite.org](http://www.owlsite.org)) for the exciting events planned for Chicago. We hope you will join us! We will recognize leaders who have achieved significant goals at our signature event on Sunday night, October 16. (I’ll bet they had a plan, too!)

Sincerely,

Heather Ready  
OWL President

# Nominees for the 2016 OWL Awards

OWL is pleased to announce these nine candidates for its 2016 OWL Awards. The OWL Awards include the Visionary Award, Catalyst Award, and Rising Star Award, and are given to those who best exemplify OWL's core values and vision.

"All of the 2016 nominees are outstanding contributors to our industry, to our mission surrounding diversity and to providing more inclusive opportunities for collaboration," said Heather Ready, OWL President.

One winner in each award category will be announced at OWL's Signature event at the American Academy of Ophthalmology meeting in Chicago, **Sunday, October 16, from 5:30 to 7 pm at the Hyatt McCormick Place.**

## Visionary Award Nominees

OWL's Visionary Award honors an individual who has paved the way for diversity in their field through significant achievement.



Richard Lindstrom, MD

Richard L. Lindstrom, MD, is the founder and attending surgeon at Minnesota Eye Consultants, Adjunct Clinic Professor Emeritus at the University of Minnesota Department of Ophthalmology, and visiting professor at the UC Irvine Gavin Herbert Eye Institute. He is a board-certified ophthalmologist and internationally recognized leader in corneal, cataract, refractive, glaucoma, and laser surgery. He has been at the forefront of ophthalmology's evolutionary changes throughout his career, as a recognized researcher, teacher, inventor, writer, lecturer, and highly acclaimed physician and surgeon.

Dr. Lindstrom has been awarded more than 40 patents in ophthalmology and has developed a number of corneal preservation solutions, intraocular lenses, and instruments that are used in clinical practices globally.

*Continued on page 12*



Marsha Link

Marsha D. Link, PhD, is an experienced consultant and clinician who has worked with a variety of people in diverse environments. She has worked in the ophthalmic space for 20-plus years and was a co-founder of Chiron Vision.

Dr. Link has been active in OWL, both as a board member and as immediate past President. Her leadership has helped OWL expand its mission and impact within ophthalmology.

As owner and President of Link Consulting, she works collaboratively with clients, customizing services to meet their needs in the areas of executive coaching, board development, practice management, and strategic planning.

Her professional experience outside ophthalmology includes working as a psychotherapist in both inpatient and outpatient settings at Indiana University Medical Center and in the southern California area.

*Continued on page 12*



James Mazzo

James V. Mazzo was recently appointed Global President of Ophthalmology of Carl Zeiss Meditec's Strategic Business Unit Ophthalmology, which includes Ophthalmic Diagnostics, Surgical Ophthalmology and Refractive Lasers. He also heads the company's U.S. Sales and Service Center.

Mr. Mazzo is one of the ophthalmic industry's best-known and most-respected business leaders with more than 36 years of proven experience. His global reputation for building and running world-class organizations is based on 22 years leading Allergan's North American and European eye care organizations; seven years as Chairman, President and CEO of Advanced Medical Optics (AMO); four years as EVP of Abbott's global ophthalmology business; and three years as Executive Chair and CEO of AcuFocus.

Mr. Mazzo is Chairman of Neurotech. He is on the board of OCTANe, RPS, Iantech, and the MDMA Executive Committee.

*Continued on page 12*

## Catalyst Award Nominees

OWL's Catalyst Award honors an individual who has contributed significantly to helping others advance their career in eye care.



**Beth Marsh**

Beth Marsh is an experienced

strategic marketing and business development executive with more than 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. Ms. Marsh recently joined Shire's ophthalmics team as Commercial Strategy Lead for SHP640, the development program for a novel agent being investigated to treat infectious conjunctivitis (adenoviral and bacterial).

Most recently, she was working at her own consulting firm to assist development-stage ophthalmic pharmaceutical and medical device companies prepare for commercial success, acquisition, or investment. Ms. Marsh successfully led the business development efforts for her client, Acix Therapeutics, when it was acquired by Nicox SA. In the past, she has 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 her career. As Training Lead at several companies, she has trained hundreds of sales representatives and managers. Ms. Marsh executed programs to develop future leaders through programs focusing on developing people to generate sales success.

*Continued on page 12*



**Candace Simerson**

Candace S.

Simerson, FASOA,

COE, CMPE, CAHCM, is President at Minnesota Eye Consultants, P.A. Minnesota Eye is a nationally recognized ophthalmology practice specializing in refractive surgery with subspecialists in cornea, glaucoma, and ophthalmic plastics. The practice includes fourteen ophthalmologists and twelve optometrists with multiple locations, including four surgery centers, in the Twin Cities metro area.

In addition to more than 25 years of experience in medical practice management, Ms. Simerson is a Certified Ophthalmic Executive (COE) and a Certified Medical Practice Executive (CMPE.) She also received a certificate in Advanced Health Care Management from the University of St. Thomas.

Ms. Simerson is a past President of Minnesota Medical Group Management Association.

She has lectured and published numerous articles regarding practice management trends. Ms. Simerson is a past president of the American Society of Ophthalmic Administrators (ASOA) and a past Chair for the National Board for the Certification of Ophthalmic Executives. In 2011, Ms. Simerson was awarded fellow status within ASOA, making her one of only six FASOA members at the time. She was the recipient of the 2011 ASOA Pinnacle Award for Volunteerism.

*Continued on page 12*



**William Trattler, MD**

William B. Trattler, MD, attended

Dartmouth College and then received his medical degree from the University of Miami School of Medicine. He completed his ophthalmology residency at the University of Pennsylvania, Scheie Eye Institute and then spent an additional year for subspecialty training in Cornea and Refractive Surgery at the University of Texas Southwestern Medical Center in Dallas. Dr. Trattler joined the Center for Excellence in Eye Care, in Miami, after completing his training.

Dr. Trattler has served as an investigator in more than 70 phase III and phase IV clinical trials for both pharmaceuticals and ophthalmic devices, including studies that led to the FDA approval for Durezol, Xibrom, Bromday, Avedro CXL, the Lenstec HD monofocal IOL, and the RPS Adenodetector.

Dr. Trattler has been a member of OWL since 2008, and has been involved in introducing many colleagues, who have since joined, to the organization. In 2016, Dr. Trattler was invited to be part of the OWL Membership Committee, and is involved in a number of initiatives designed not only to strengthening the organization, but also focused on addressing some of the challenges members experience during their careers.

*Continued on page 12*

# Rising Star Nominees

OWL's Rising Star Award honors an individual who is an emerging leader in the ophthalmic space.



Marjan Farid,  
MD

Marjan Farid, MD, is  
Director of the Cornea,

Cataract, and Refractive Surgery  
and Vice Chair of Ophthalmic  
Faculty at the Gavin Herbert Eye  
Institute (GHEI) at UC-Irvine.

Dr. Farid graduated Summa  
Cum Laude from UCLA with a  
degree in Biology. She earned her  
medical degree at UC-San Diego in  
2002 and completed a transitional  
year internship at Scripps-Mercy  
Hospital in San Diego. She then  
came to UC-Irvine where she went  
on to complete her residency  
training in ophthalmology. She  
subsequently completed her  
fellowship training in the area  
of cornea/external disease and  
refractive surgery under the  
mentorship of Roger Steinert, MD,  
at UC-Irvine.

Dr. Farid's clinical practice  
is divided among patient care,  
teaching, and research. She  
enjoys teaching ophthalmology to  
medical students, ophthalmology  
residents, and cornea fellows. She  
serves on the Residency Education  
Committee and is the Director of  
the cornea fellowship program at  
the GHEI.

Dr. Farid's research interests  
focus on corneal surgery,  
specifically in the use of the  
femtosecond laser for corneal  
transplantation. She performs all  
forms of corneal transplantation –  
femtosecond enabled and lamellar  
keratoplasty (DSEK and DALK).  
Dr. Farid is also the founder of  
the Severe Ocular Surface disease  
center at UCI.

*Continued on page 13*



Kristen  
Harmon  
Ingenito

Kristen Harmon  
Ingenito has more

than a decade of experience in the  
ophthalmic industry, with eight  
of those years analyzing markets  
and reporting for Market Scope.  
Ms. Ingenito specializes in the  
Refractive, Dry Eye, Presbyopia-  
Correcting, and Ophthalmic  
Diagnostic markets. In addition to  
her annual reports, Ms. Ingenito  
is a contributing writer for  
*Ophthalmic Market Perspectives*,  
the firm's monthly industry  
newsletter, and has contributed to  
many industry publications.

Ms. Ingenito earned her  
bachelor's degree from the  
University of Missouri–St. Louis  
and is currently pursuing her  
MBA at The George Washington  
University School of Business  
with a focus on global consulting.  
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.

She has been an OWL member  
since she began her career, and  
had the opportunity to Co-Chair  
the OWL Programs committee this  
year, where she was able to help  
support the incredible leaders of  
special interest groups. She gained  
inspiration from the amount of  
passion and effort poured into this  
organization behind the scenes,  
and is proud to be part of such a  
dynamic team.

*Continued on page 13*



Bindu  
Manne

Distinguished by  
an early trailblazing

career, Bindu Manne brings an  
award-winning background in  
pharmaceutical sales and an  
in-depth understanding of the  
ophthalmology industry to the  
OWL network. Ms. Manne is  
exemplar 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, Ms. Manne has spent  
her third year acting as Co-Chair  
of the Membership Committee.  
She is committed to recruiting  
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 whose  
commitment to volunteerism in  
spite of professional commitments  
inspired her to take a leadership  
role within the community. The  
instrumental lesson she learned  
from her mentors was to always  
compete with yourself, to be the  
best version of yourself possible –  
a lesson she plans to pay forward  
in the coming years.

*Continued on page 13*



# Advancing Diversity is **Bold, Brave** and **Necessary**

*By Angela Bedell*

As most of you know, last year OWL changed its focus from **promoting** leadership to **advancing diversity** in leadership. Not only was the change timely, given the growth of our industry, but it was truly a bold, brave and necessary step for our organization.

Over the past decade, diversity has evolved from just an ideal into an action plan that most companies find resonates well with the majority of the workforce. We can all agree (and find the research to back it) that a diverse workforce can improve creativity, innovation, and ultimately increase positive outcomes.

An amazing example of bold and brave in leveraging diversity is the Broadway musical “Hamilton.” Writer and Hamilton star Lin-Manuel Miranda, created a world in which our founding fathers looked much more like our nation does today. The cast is made up of minority performers – occasionally a woman plays a Revolutionary soldier. Every person on the diverse cast delivers an incredible performance. Hamilton received 11 Tony Awards, including best musical, and 16 Tony nominations, the most nominations in Broadway history. It also won the Pulitzer Prize (the first musical to win the award since 2010) and a Grammy Award.

The diversity that Miranda leveraged in Hamilton goes beyond the diversity that we can visibly see in each other. No one individual’s personal diversity is exactly like another’s. When we recognize and value each other’s diversity, we are able to benefit from each other’s uniqueness as well. With our recent change in focus, OWL is demonstrating a commitment to embracing and leveraging diversity in leadership, beyond the usual demographic definitions, to its membership.

Even with the recent success of Hamilton, initiatives that were created to foster diversity and create inclusion in the workplace have not been dramatic. For the most part, research tells us that diversity, especially at a leadership level, continues to fall short. Why do our usual methods of enhancing diversity in our workplace continue to fail? Because “usual” ways don’t impact change and start a movement. There is nothing usual in the way that Miranda presents his story about Alexander Hamilton. As a result, Hamilton has increased genuine diversity on Broadway. Anyone who has seen the musical or heard the soundtrack knows that this emphasis on diversity is integral to the show.

According to an article in the HBR (Burell, Lisa, “We Just Can’t Handle Diversity,” *Harvard Business Review*, July/August 2016), roadblocks to change in diversity and inclusion are often due to human psychology. Even if we agree on diversity when it comes to hiring and mentoring candidates and colleagues, our own preconceived notions or bias automatically preclude them from consideration. We believe we know talent when we see it, yet we usually don’t – we can’t evaluate people objectively. Regardless of merit, selection is inadvertently influenced by unrelated biases that don’t recognize diversity as an asset.

It’s also human nature - once we’ve climbed to the top and enjoy success we usually lose sight of what we had to overcome to get there.

So even though a group at the leadership level has the ability to impact change and increase diversity in their workforce, they are not always motivated to do so. Perhaps, Burell suggests, “their hard-earned status feels so tenuous that they reflexively tighten their grip.”

The good news is that OWL is impacting change and creating a positive environment to increase diversity in leadership in almost every way possible. We have rejected the usual and are embracing the bold. According to another HBR article (Wadors, Pat, “Diversity Efforts Fall Short Unless Employees Feel That They Belong,” *Harvard Business Review*, August 10, 2016), research says that we are hardwired to connect and belong – it’s how we survive and thrive. Findings show that belonging and attachment to a group of colleagues is extremely critical in how we perceive our own individual success.

OWL is about networking, connecting with each other and supporting our members. We help them grow and achieve both personally and professionally within an environment of belonging. This is where real change happens and diversity can thrive. Getting past human bias and preconceived notions is simply a matter of making time to connect and appreciate the person as a whole, going beyond their role and responsibilities even while recognizing their academic and professional achievements. There is simply no shortage of achievement within our OWL membership and business associates.

In the article, Waders says that an important part of creating a sense of belonging is sharing our stories. OWL offers a multitude of meetings and networking events to foster inclusiveness and provide the opportunity to do just that. “Storytelling means that you care enough about your colleague’s journeys to show your own vulnerability, and share your mistakes and successes; to learn from each other. In this important process, we can see ourselves in someone else’s shoes. We begin to see possibilities. This is even more powerful if the storyteller ‘looks like you’.”

Another case in point for Hamilton – “Hamilton is a story about America, and the most beautiful thing about it is...it’s told by a diverse cast with such diverse styles of music,” says Renee Elise Goldsberry, who plays Angelica Schuyler, Hamilton’s sister-in-law. “We have the opportunity to reclaim a history that some of us don’t necessarily think is our own.”

OWL offers many opportunities to connect, network and share stories: in person, online and on social media. We strive to make a difference, have a positive impact and enhance diversity within our industry at the leadership level and beyond. If you would like to join the conversation, share your story or comment about this or other issues, please connect with us @OWLdiversity, on Facebook and LinkedIn at OWL: Advancing Diversity in Leadership. To learn more about becoming an OWL member or business partner, please visit [www.owlsite.org](http://www.owlsite.org). ■

Angela Bedell, MA, CAE is the Executive Director of OWL.

“Findings show that belonging and attachment to a group of colleagues is extremely critical in how we perceive our own individual success.”

Angela Bedell



## LEADER TO LEADER

# Enabling your Team to be DRIVERS of Change

*By Rose Wynne Brooks*

Unleash performance potential by elevating talent, thinking, and ownership

Ophthalmology is experiencing dynamic change. Each meeting we attend demonstrates to us how this is highlighted – patients, doctors, and the companies who serve the ophthalmology market. We all know the catch phrases about change – “With change comes opportunity,” “Change is the only constant,” and so on.

These help with the mindset needed to work in a changing environment. A leader’s role is to help the team adapt to change and seek opportunities. That being said: How do you lead your team to be drivers of change, leading the change? It shouldn’t always be driven by the executive team, or a new leader, or a new acquisition, or competitor or government regulation. Whether it is a new doctor joining a practice, a new CEO of your business, or a new product cleared by FDA that changes the game, how do we enable our teams to lead change?

A friend\* of mine says many companies have leadership that is funneling up. This means that all decisions are made by the most senior executives and this can result in employees taking a wait-and-see stance. This results in many employees reserving their talent and being underemployed. Why? Because we focus too much on the day to day and not developing and capturing the value of the talent on our teams.

For example, we spend how much time hiring people? Multiple interviews, key questions to pull out the strengths and weaknesses, and case studies to determine practical knowledge. After an “onboarding process,” all we talk about is getting the job at hand done; usually highly directive to help them “fit” the culture and business process. All are well intentioned and with the employee in focus. Hearing this, I have to ask: When do I transition to get the full talent we saw in this person?

\* <http://www.leadercast.com/author/amy-balog/>

Here are three areas to focus on:

## 1 Elevate Talent.

Talk to the talent and not the role. Use open questions; invite them to solve problems with you for a period. Then unleash the potential of the talent with real delegation to achieve amazing results. Delegate the challenge/opportunity and see what comes back to you.

## 2 Elevate Thinking.

Get on the balcony; give time to work on the business not just in the business. Work on elevating the thinking muscle. This can't be achieved twice a year at offsite meetings, it has to happen several times a month. It doesn't take hours to do this, it can happen in one on ones with a set aside of 30 minutes.

## 3 Elevate Ownership.

Who makes the calls in the organization? Learning is achieved through experience. Do we really give the leaders on our teams the opportunity to experience real ownership? Through wins and losses! This is really important for the health of the organization to be able to serve the market. It is also a reflection of our leadership. How strong are we to fully embrace this?

In changing and uncertain times, it is important to keep things simple. We work in a very complex market; keep it simple and engage consciously with your team leaders to elevate performance.

Be conscious of where the ownership is in your organization. Is leadership funneling up? Try the elevate tips. ■

Rose Wynne Brooks is Vice President, Marketing with Carl Zeiss Meditec Inc.

Rose Wynne Brooks



# Contemplating Big Changes?

By Jan Beiting

Some advice from OWL members who have successfully navigated 180° changes in their own lives and careers



Big turnarounds sometimes come through careful planning and intention. More often, an opportunity for change suddenly presents itself out of the blue, or follows a major negative life event, such as a layoff, a family crisis, or a business buyout or failure.

“I’ve always liked the saying ‘when one door closes, another door opens,’” says ophthalmologist **Sheri Rowen, MD**. “If you focus too much on the closed door, it can be hard to notice the open one on the other side of the room.”

Rowen’s closed door was a shift in direction from the hospital system that had bought her thriving Baltimore, Maryland, practice. When the hospital told her they wanted to de-emphasize cataract procedures due to new Medicare capitation of reimbursements in Maryland, she faced a choice: Join another practice; or re-establish her own group as a private practice again. “Ultimately, I decided that if I was going to make a major professional change, I didn’t want to stay in Baltimore – a city I had ended up in, but had always hoped to leave and go West,” she said. “I was ready for a lifestyle change.”

*If you focus too much on the closed door, it can be hard to notice the open one on the other side of the room.*

*Sheri Rowen, MD*

She began to look for opportunities in southern California, where she thought she would enjoy the sunshine, be closer to her grown children, and perhaps do some more corporate consulting. She took executive business courses where she met NVision founder Tom Tooma, MD. Rowen joined NVision as medical director for cataract surgery at the company’s Newport Beach center. She knows she was fortunate to be able to start over in a large LASIK practice and Optometric referral center where she could quickly build a large surgical caseload. But luck would only take her part of the way. “You have to work hard to earn people’s confidence and trust when you move to a new location. I visited many practices and spent several nights every week giving local talks and attending dinners to build the relationships I knew I would need in a new city,” she said.

A strong work ethic also helps to keep negative emotions at bay. “If you approach change with fear, you lose your ability to be creative. This change was a great opportunity to recreate myself and I embraced the challenge,” Rowen said.

## Approaching change without fear



**Jaci Lindstrom** took a similar approach.

“I never wanted to let fear drive my decision making,” she says.

It’s a concept that Jim Collins talks about in his best-seller, *Good to Great: Why Some Companies Make the Leap ... And Others Don’t*. He also writes about finding the intersection of your skills and passions, another tenet Lindstrom has absorbed well.

After more than three decades of serving as executive director of ophthalmic organizations, including the International Society of Refractive Surgery (ISRS), International Intraocular Implant Club (IIIC), and Ophthalmic Women Leaders (OWL), she had decided to retire and limit her professional commitments to her role on the board of SightLife.

But retirement wasn’t exactly in the cards. As she was walking her dog one day, the mayor stopped to ask Lindstrom to serve on the city utilities commission.

“I knew nothing at all about utilities,” she says. “But I was intrigued by the personal challenge. I loved learning about all the things I didn’t know.”

After a stint on the commission, she was encouraged to run for City Council, which she did. She beat the incumbent and three other challengers.

As a Minnetonka Beach (MN) Councilwoman, Lindstrom has had still more to learn – about water mains, property taxes structures, streetlights, parks, and more. But many of her skills easily transferred to the new role, including public speaking, problem solving, financial savvy, and the ability to navigate organizational politics.

“I went out of my way to rotate through every committee and commission we have so that I would learn about every piece of city government,” Lindstrom says. “It has made me more effective on the Council and shored up my weaknesses.”

That’s a good thing, as she prepares for a re-election campaign and possibly a future run for mayor.

## Identifying what you don’t know



The ability to quickly identify what you don’t know is a skill that many leaders share. **Rose Wynne Brooks** built her reputation in financial services with companies like CitiCorp, GE, and Siemens. Within Siemens, she transitioned to health

care and grew that company’s diagnostic imaging service business by 40% in just a few years. She is now Vice President of USA Marketing for Carl Zeiss Meditec.

Going to health care from financial services was a big leap, but Brooks says she did it in 30-day chunks, much as author Michael Watkins recommends in his book, *The First 90 Days*.

“The first month was for listening to employees across the business taking in information and identifying the mentors or thinking partners who could help me learn what I didn’t know,” she explains. “The next month was focused on listening to customers to get their insights, assessing what I had learned and testing my thinking with the partners I had identified earlier. And the third month was for developing a strategic plan to drive the business and gaining agreement from the business stakeholders on the plan and timeline.”

Brooks says ophthalmology can be daunting for newcomers because so many people have a long tenure in the field.

“That means they have a stronger knowledge base than I do, but it can also mean that there a lot of shared assumptions that don’t get questioned much,” she says. “That’s where I think an outsider’s perspective can really add value. Ophthalmology is an industry that drives re-invention and innovation, so there is an inherent openness and this has made the transition rewarding and exciting.” ■

Jan Beiting is principal of Wordsmith Consulting and a former president of OWL.

Jan Beiting



Richard L. Lindstrom, MD *continued from page 3*

Dr. Lindstrom serves on the Board of Directors with many for-profit and not-for-profit organizations. A frequent lecturer throughout the world on cornea, cataract, glaucoma, laser, and refractive surgery, he has presented more than 40 named lectures and keynote speeches before professional societies in the United States and abroad, most recently giving the Kelman Lecture at the American Academy of Ophthalmology, the Castroviejo Lecture at the Cornea Society, the Blumenthal Memorial lecture in Jerusalem, Israel, the Benedetto Strampelli Medal Lecture in Rome, Italy, and the Albrecht von Graefe-Vorlesung Innovator's Lecture in Nuremberg, Germany.

Dr. Lindstrom serves on a number of journal editorial boards, including JCRS and JRS. He is the Honorary Editor-in-Chief of the *U.S./Chinese Journal of Ophthalmology*. He has co-edited seven books, and published more than 350 peer-reviewed journal articles and 60 book chapters. His professional affiliations are extensive. ■

Marsha D. Link, PhD *continued from page 3*

Dr. Link has held adjunct faculty appointments in Irvine, CA, at the University of California and Webster University. She is an advocate of life-long learning and continuous improvement, as evidenced by her service as Chair of the Board of Trustees at Manchester University, where she received an honorary doctorate. In 2015, she was also awarded the Distinguished Education Alumni Award at Purdue University.

In addition to her professional activities, Dr. Link is proud to be called wife, mother, and grandmother. She is dedicated to making those around her better by helping organizations and individuals achieve their goals. Dr. Link continues to be committed to maximizing diverse leadership in the ophthalmic community for the benefit of all stakeholders and the patients we serve. ■

Jim V. Mazzo *continued from page 3*

Mr. Mazzo's accomplishments and contributions to the healthcare industry and business and educational communities include serving as Board Chairman for AdvaMed; on the University of California at Irvine Foundation; as trustee Chapman University; and as past trustee for the University of San Diego. Mr. Mazzo is on the ASCRS Governing Board, the AAO Foundation Advisory Board, and the WOC Advisory Board.

Mr. Mazzo is proud to be one of the founders of OWL, supporting its vision and initiatives to recognize and empower the professional excellence and international leadership of women in ophthalmology. ■

Beth Marsh *continued from page 4*

Ms. March has established ophthalmic preceptorship programs for industry with nationally known ophthalmic clinics. Additionally, she has been a proud member of OWL for more than 10 years and has participated in a variety of roles including serving on the Membership Committee and re-establishing the Mentorship program. She is the current Chair of the Development Committee and Vice President of OWL. ■

Candace S. Simerson, FASOA, COE, CMPE, CAHCM *continued from page 4*

Ms. Simerson currently serves as Chair for the American Society of Cataract and Refractive Surgery (ASCRS) Health Information Technology Committee. She has been the Director for the Hawaiian Eye Administrator Program since 2013. ■

William B. Trattler, MD

*continued from page 4*

Dr. Trattler is board certified by the American Board of Ophthalmology and has been an author and co-author of many books, articles, and abstracts, including a boards review book entitled *Review of Ophthalmology*, as well as the book *Microbiology Made Ridiculously Simple*. Dr. Trattler recently received the Casebeer Award from the International Society of Refractive Surgery, and is the current AECOS Aspen 2016 Ski Race Champion.

Dr. Trattler is involved in peer education. He currently serves as the Chief Medical Editor of *Advanced Ocular Care*, and is the Section Editor for Technology for *Ocular Surgery News*. Dr. Trattler is also involved on the planning committee for Hawaiian Eye, AECOS Deer Valley, OSN New York, Aspen Cornea, the Advanced Refractive Congress, and the Refractive Subspecialty Day at AAO. In addition to his private practice, Dr. Trattler is a Volunteer Assistant Professor of Ophthalmology at the Herbert Wertheim College of Medicine. ■

Marjan Farid, MD *continued from page 5*

Dr. Farid performs limbal stem cell transplants as well as artificial corneal transplantation for the treatment of patients with severe ocular surface disorders. She serves as an Associate Medical Director for SightLife Eye Bank. Her work is published in numerous peer-reviewed journals, she has authored multiple textbook chapters, and travels to national meetings to present her research work. She also serves as an editorial board member of *Ophthalmology*, the leading journal in her field.

Dr. Farid has been a member of OWL for the past 7 years and enjoys participating in its activities associated with increasing diversity in ophthalmic leadership. As a part of her association with OWL, her passion is to help empower and mentor young future leaders in their endeavor to strive for excellence in ophthalmology. ■

Kristen Harmon Ingenito *continued from page 5*

When she's not crunching numbers or building awesome charts, Ms. Ingenito enjoys spending time outdoors with her husband (Tony), daughter (Izzy), and dog (Lola) or at the stables daydreaming about one day owning a retired thoroughbred. Overall, Ms. Ingenito credits her success to tenacity, a good sense of humor, and an incredibly supportive tribe. ■

Bindu Manne *continued from page 5*

Prior to her current position as Regional Business Director for Imprimis Pharmaceuticals, Ms. Manne was an independent consultant advising on practice management. Her extensive experience comes from over a decade working with multinational companies, including Inspire, Merck, and ThromboGenics, as well as a startup venture and medical innovation lab. She has led new product launches, advised on marketing strategies, and has strengthened ophthalmology practices and businesses all over the country. ■

---

# EMPOWER

An OWL Magazine

< 2016 Folio: Ozzie Award  
FINALIST

*EMPOWER - An OWL Magazine* launched in Spring 2016, as a redesign of the original *OWL Magazine*. The new name reflects content that helps foster, strengthen, and empower leaders in ophthalmology.

OWL is pleased to announce that *EMPOWER - An OWL Magazine* is a finalist in the 2016 Folio: Ozzie Awards in the Redesign category for Association / Non-Profit (B-to-B).

For more than 20 years, FOLIO has recognized excellence across all sectors of the magazine industry with the Eddie Award for editorial excellence and the Ozzie Award for design excellence.

The *EMPOWER - An OWL Magazine* committee: Sheryl Stevenson, Editor-in-Chief; publication contributors; and Jody Christensen-Crocetta, with C<sup>2</sup> Design, are honored to have the publication among the finalists in what is considered the most prestigious awards competition in magazine media.

Winners will be announced Oct. 31 at the 2016 Folio Awards Luncheon in New York – where “the very best in stunning design and uncompromising journalism will be celebrated.”

# Career Path: Five Steps to Creating an Employer Brand

By Brad McCorkle

## How your image sets you apart from competitors

As with any brand, an employer brand is very much about perception. It is the image you project to current and prospective employees, and also how customers and the general public view you as an employer. It represents the values of your company and the quality of the product or service you intend to provide.

Every organization, no matter how large or small, has one. How do you go about creating an employer brand?

### Step 1: Talk to Your Customers and Employees

Begin by surveying your customer base and those who come in to contact with your brand regarding the perception of your company. This doesn't have to be elaborate; a customer opinion survey can be included in the Shopping Cart page of your e-commerce website. In some cases, you will be able to boil down your survey to one question: "How likely are you recommend our product/service to a friend or colleague?"

Answers may be provided on a 1 to 10 scale. The average response to this question is known as Net Promoter Score (NPS), and will provide a basis for understanding the general loyalty of customers. The Survey Monkey platform also enables you to develop a simple survey, and may be a good tool for surveying your employees. Embrace this opportunity to learn from the people who are most important to your organization; they will appreciate the chance to provide input, by the way.

### Step 2: Identify and Build on Your Strengths

The feedback you get through surveying is going to help you create a distinctive image that will set you apart from your competitors. It may include a commitment to community service; mentorship or coaching to help employees realize professional goals; or a desire to provide services and benefits that will enhance the quality of private lives (e.g., onsite daycare, college debt counseling).

The greatest benefit from seeking input from current employees is a better sense of ownership. Their opinions, after all, are now part of the creation of the brand. You can impress on the staff the importance of the brand, how it is going to improve success, and what roles you all play in sustaining this positive image.

### Step 3: Champion your Brand

Now that you know what your company/employer brand is all about, get the word out. Making use of social media is a good place to start. A LinkedIn page is an important place many prospective employees may go to investigate your company as part of their job search. Refining your presence on Google Places is essential, and is your chance to curate the image of your company in the place it is found most often – a Google search. Facebook is also a great place for a small business to showcase its culture.

Start with one platform at a time to become familiar. When you get to a point where you have multiple accounts to manage, a platform like Hootsuite will allow you to schedule several messages to different platforms all at once.

## Step 4: Stay on Top of Things

Even a small company has to be diligent about its employment brand. Just as social media platforms are a great place to broadcast your brand, review sites such as Yelp and Glassdoor are places where feedback from customers and even employees may be recorded. As with any review site, check posted comments and reviews on a routine basis. Take comments in stride and use this as an opportunity to go above and beyond. After all, the customer is always right!

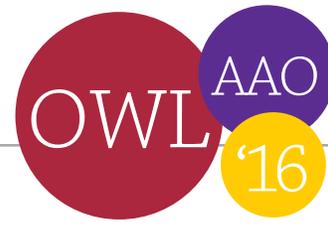
## Step 5: Champion your Brand

By committing to your vision for how to treat your employees, you're investing in your most important resource. Not only can this reduce turnover and make it easier to attract quality candidates, but you'll see a higher level of commitment and productivity from existing employees along the way.

The payoff of an employment branding strategy can be exponential, and should be taken as seriously as other marketing endeavors for your products and services. ■

*Brad McCorkle is founder of Local Eye Site. This blog series and others can be found on <https://localeyehsite.com/blog>.*

Brad McCorkle



## Join the OWL Signature Event & Awards Ceremony

Sunday, October 16th

5:30 – 7:00 pm

Hyatt at McCormick Place

Room 12AB, Grant Park

(Street level across the street from the the Hyatt Hotel)

Join us to learn about OWL's updated mission and to hear a keynote address from Elizabeth Yeu, MD. The program will conclude with the presentation to our 2016 OWL Award Winners! Read more about our amazing finalists starting on page 3.

• • •

Visit [www.owlsite.org](http://www.owlsite.org)  
for details and  
to register

• • •

Thanks to AAO Signature Event Sponsors:



# OWL Leadership

## OWL Board of Directors



Laurie Brown • Membership Chair  
Administrator, Drs. Fine, Hoffman & Sims, LLC



Marsha D. Link, PhD • Immediate Past President  
Founder & Principal, Link Consulting



Beth Marsh • Vice President  
Product Commercial Strategy Lead, Shire



Michael Onuscheck  
Global Franchise Head, Alcon Surgical



Georgette Pascale • Vice-President/President Elect  
President & CEO, Pascale Communications, LLC



Jane Rady • Member at Large  
Divisional Vice President, Business Development,  
Abbott Medical Optics, Inc.



Heather Ready, MBA • President  
Sr. Marketing Manager, Abbott



Audrey Talley Rostov, MD • Member at Large  
Cornea, Cataract & Refractive Surgeon,  
Northwest Eye Surgeons



Erin Schallhorn • Program Committee Chair  
Executive VP, The Fundingsland Group



Sheryl Stevenson • Publications Chair  
Content Channel Director, Ophthalmology Times



Maureen Tipp, CPA, CMPE, COE • Secretary/Treasurer  
Principal, Tipp Consulting



Ellen Troyer, MT MA • Member at Large  
CEO / Chief Research Officer, Biosyntx, Inc.



Tracy Valorie  
VP, Pharmaceutical Marketing, Bausch + Lomb

## OWL Staff

Angela Bedell, Executive Director  
Gail Noren, Membership Coordinator  
Gaynor Fries, Administrator

## OWL Contact

4741 Central Street, Suite 156  
Kansas City, MO 64112

415-751-2401  
info@owlsite.org  
www.owlsite.org

# OWL Sponsorship

OWL programs are supported by industry partners and individual donors. Their support means that OWL is able to provide an expanding menu of programs in the spirit of its mission, vision, and values of advancing diversity in leadership. We thank our financial supporters for their leadership and for the critical role they play in our organization.

## GRAND SPONSORS



## MAJOR SPONSORS



## EVENT SPONSORS

AECOS | Beaver-Visitec International Inc.  
Biosyntx Inc. | Carl Zeiss Meditec  
ClinReg Consulting Services Inc.  
Ethis Communications Inc. | Halma PLC  
Imprimis Pharmaceuticals Inc.  
Lexitas Pharma Services | Link Consulting  
Millennial EYE | OCuSOFT | ORA Clinical  
Paragon BioTeck Inc. | ReVision Optics  
SLACK Incorporated | Sun Pharma

To learn more about supporting OWL, please email [support@owlsite.org](mailto:support@owlsite.org) or call 415-751-2401.

## EMPOWER An OWL Magazine

Editor-in-Chief  
Sheryl Stevenson

Graphic Design  
Jody Christensen-Crocetta, C<sup>2</sup> Design

### Contributors

Angela Bedell  
Jan Beiting  
Rose Wynne Brooks  
Brad McCorkle  
Heather Ready