

EMPOWER

An OWL Magazine



spring 2016

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OWL
Advancing Diversity in Leadership.



One Word Is All It Takes

“By keeping the word “focus” fully engaged in all that I do – whether professionally or personally – I concentrate on the vital few things that will help me in achieving goals.”

I had the opportunity recently to read several books written by author Jon Gordon. While I have gotten terrific inspiration and very practical tools from each, one book in particular, “*One Word That Will Change Your Life*,” has had a very strong impact.

You see, I confess that I’m not too good at keeping resolutions. While I have the best of intentions, it seems that the year gets going and I often don’t adhere to the needed changes to make the resolution come to fruition (not sure if anyone else is like that).

Jon has simplified the concept of resolutions with a very straightforward approach. Just identify one word – yes, just one word; not a phrase or sentence – that you want to achieve, emulate, or drive behavior within the coming year.

Sounds much easier, doesn’t it? So, I thought, why not approach the resolution this way for a change? Now, each year, I identify one new word that will drive my behavior and energy.

This year, I have chosen as my word: Focus!

By keeping the word “focus” fully engaged in all that I do – whether professionally or personally – I concentrate on the vital few things that will help me in achieving goals.

Within OWL, the challenge we face is to keep focused on accomplishing our mission and vision of advancing diversity in leadership. So the full thrust of the organization’s programs and actions is in areas that support this goal.

We can make a difference for our membership and for the ophthalmic community through this mission. I know we are up to this challenge and with focused efforts we will gain ground.

What’s your One Word?

Sincerely,

Heather Ready
OWL President



Advancing Diversity in Leadership.

Join us for the OWL Signature Event at ASCRS

Friday, May 6th | 5:30 - 7:00 pm
The Ogden Museum of Southern Art

The event includes a provocative panel presentation:
“Diversity Beyond Demographics: Delivering Leadership with Proven Performance”

Panelists include:



Malvina B. Eydelman, MD
Director, Division of Ophthalmic & Ear, Nose and Throat Devices, FDA



Bonnie Henderson, MD
Ophthalmic Consultants of Boston



Caren Mason
President & CEO, STAAR Surgical Company



Michael Onuscheck
Global Franchise Head, Alcon Surgical



Moderator: Michael Johnson
Divisional Vice President Human Resources, Abbott Medical Optics, Inc.

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Join the OWL Interest Group discussions

Saturday, May 7th

The Hilton

New Orleans Riverside

“Surviving & Thriving:
Finding Career
Opportunities through
Mergers & Acquisitions”
3:00 - 4:00 pm

Hosted by the Ophthalmic Industry Professionals OWL Interest Group



“Managing Your Career
Like a Start Up”
4:00 - 5:00 pm

Hosted by the Rising Stars and Professionals In Practice OWL Interest Groups



Visit www.owlsite.org
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LEADER TO LEADER

Three Rules of Advice For A Successful LEADERSHIP JOURNEY

By Michael Onuscheck

Nothing gets done without leadership. In the center of every change stands an individual who is responsible for setting the agenda and getting people to clearly understand and drive toward a common goal.

Over my career, I have been placed in many circumstances well beyond my competence or personal strengths. I have found myself wondering if anyone would follow me, or if I have what it takes to make a difference.

I have had some great successes and some not-so-great outcomes. But, in aggregate, I believe I have made a positive impact on healthcare, the companies I have worked for, my colleagues, and the communities in which we have lived. When I reflect on my successes and failures, I have discovered a few things that may be relevant to you as a leader.

1 If you want to lead, you need to conduct a personal leadership inventory.

Ask yourself: What are the two or three things you are truly great at? Where do you have competency weaknesses or gaps?

I have watched a lot of bright people fail miserably because they lacked self-awareness or humility. We all have gaps and we should understand and appreciate these gaps intuitively. Know yourself and have confidence in your skills. These competencies will be important to your leadership success, but they will not be the reason you succeed.

2 You must know your team.

Team chemistry and composition is often more important than having the smartest people in the room. Having a diverse, open-minded, disruptively collaborative group of people can often accelerate or optimize progress toward an objective. Sometimes you need a creative genius or the practical realist to shape and balance the team.

People with broad and diverse experiences will force the team to challenge the status quo. Have the courage to select and groom people with unique and diverse backgrounds.

3 Understand the importance of constant self-reflection and self-control.

As a leader, listening, reflecting, clarifying, and restating are essential to bring ideas and options to the table. Enabling debate takes courage and time, and is something with which emerging leaders often struggle. Great leaders allow their teams to define the key issues, develop comprehensive plans, and empower them to drive outcomes.

Moving from individual contribution to leadership is a process. You will likely make some mistakes with your team, but in the end, there are no greater rewards than watching diverse teams succeed *without* your direction or input.

Celebrating a Successful Team

One of my greatest successes came from a team that was created as a result of a major corporate divestiture. We had people from all walks of life who were thrown into a challenging turnaround situation and everyone was looking at me to drive a change agenda.

I did an assessment of the team and quickly realized I was handed an incredibly diverse group of people who had never worked closely together. These seven men and four women from four different countries had significantly different skills and backgrounds. It was my job to shape them into a world-class medical device team.

And fortunately for me, this team helped shape an awesome leadership and life experience. As we got started we had a massive number of debates, misunderstandings, and arguments. There were hallway conversations, politics, and some tears shed along the way, but in the end we figured out how to respect, object, and resolve conflict.

As I look back, diversity of thought and the willingness to be inclusive and tolerant of differences was a very challenging line for me to walk as the leader. However, to this day, I cherish the trust established within that team and I am always trying to recreate the creative energy that was produced by that great team.

I challenge you to look at your team today – whether high-performing or struggling – and ask yourself: What do these people have in common and what makes them unique?

You may find you have a team that is truly skilled to meet the future needs of your organization or perhaps, you may need to find some more diverse talent and unique thinkers to join your team.

Learning to manage and lead diverse teams will be one of the most frustrating and rewarding steps of your leadership journey. If you do it right, you'll have a team where real bonds are built, careers are accelerated, and individual leadership is forged.

Good luck on your leadership journey, and know that there are leaders who are willing to mentor, guide, and coach you along the way. ■

Michael Onuscheck is the Global Franchise Head, Alcon Surgical.

Michael Onuscheck



An Investment in Innovation

Young researcher clinician in residency shares how partnerships within academic community have enabled research endeavors using a team-based approach

By Emily Charlson, MD, PhD

As a recent graduate of an NIH-sponsored Medical Scientist Training Program at the University of Pennsylvania, I have been the lucky recipient of an education that has given me the tools to innovate and every chance to do so.

In my ophthalmology residency with the Gavin Herbert Eye Institute at the University of California, Irvine, I am finding much support and enthusiasm for new ideas and research projects.

After years of training where I switched from primarily clinician to primarily academic, I am finally feeling comfortable with the hybrid. Freely flowing from slit lamp to data analysis now feels easy and fun. To get here though, took hours of guided instruction and even more hours of self-study.

Challenges along the way have been numerous and undoubtedly there are still more to come.

From my experiences so far, I say that the two most important factors have been mentorship and teamwork. Others have identified these two pillars before me, both within and beyond OWL.

In today's clinical and academic environment, I can't stress their importance more.

Value of Team Concept

From day one of my medical training, the concept of the team was introduced and emphasized. There was talk of medicine shifting toward being practiced in groups comprised of physicians, nurses, administrators and others all working together with the patient, his or her family and community. So as medical students, part of our training was in groups.

We formed learning teams where we did just that – we learned in teams. We taught each other often, and at times we took exams in groups. We additionally simulated triaging clinical encounters in teams.

Now in ophthalmology residency, I am so thankful for the early exposure to teamwork. Our program is small, nine total residents, and every person counts.

Not a day goes by that could be accomplished without administrative staff, technicians, residents, and attendings all seamlessly transitioning from one task to another as the specifics of each patient encounter require.

The academic side is surprisingly just the same. The era stereotyped by the lone researcher off in a lab toiling away on the next big breakthrough is fading. More and more it seems as if science is shifting toward bringing groups of researchers from various specialties together to work on a common goal.

Part of this shift has been facilitated by the emergence of core facilities, such as sequencing, genetic, bioinformatics, and biostatistical centers that consist of experts who are readily available to consult with on specific projects or help develop new ideas.

In my thesis work, teamwork was key. We consisted of groups of administrators overseeing IRB approvals and patient recruitment, physicians collecting samples, and technicians processing samples, as well as professors and graduate students analyzing data from cell and molecular biology, computational biology, and biostatistics across five institutions all functioning as a unit seeking to affect patient care.

Our work became far more impactful the more people came together, drawing from each other's strengths and grouping datasets to increase the power of our analysis.

As a resident, my current role is largely to learn ophthalmology by examining every patient's eyes as thoroughly as possible, reading broadly and practicing surgical techniques at every opportunity.

With only 3 years to master a whole new field, I must be responsible and diligent in my learning.

As a young researcher clinician in residency, I have been fortunate to be a part of partnerships within the academic community that have allowed me to continue on with research endeavors using a team-based approach.

When initially looking to engage in research as a resident, the task seemed daunting. How am I to navigate my clinical responsibilities and establish a new scientific pursuit? It became immediately obvious that I was going to need help. At an institution that was distinct from my graduate work, I did not have my thesis lab to draw from.

Power of Mentorship

So my plan was simple, reach out to those with similar research interests and work toward establishing a new collaboration. Fortunately, this was easier than it initially seemed. Once that had occurred, the next step was to build on the collaboration by recruiting others and proposing complimentary ideas for future directions.

All of this can't be accomplished without the guidance and support of strong mentors.

In my experience, I have found a strong mentor to be one who takes interest in their mentee's interests, shows enthusiasm for their enthusiasm, works hard to impart their skills while the mentees works hard on self assessment and giving back. Some of the best mentors help to navigate through tough spots while additionally evaluating and re-evaluating current goals and interests in efforts to refine them further.

As a young researcher clinician, I have found one should listen, observe, smile, and engage. Work hard, be inquisitive, be humble, and seek support. Importantly, cultivate self-improvement, express appreciation, and be proactive in finding new opportunities. ■

Emily Charlson, MD, PhD, University of California, Irvine.

Emily Charlson, MD, PhD



EMPOWER

An OWL Magazine

Introducing EMPOWER

Previously known as OWL Magazine, this spring issue launches *EMPOWER* – An OWL Magazine with a focus on content that helps foster and strengthen leaders in ophthalmology.

YOU ARE INVITED to contribute articles and ideas in the spirit of the OWL mission, vision, and values of advancing diversity in leadership.

SEND magazine submissions for consideration to the EMPOWER Editor-in-Chief, Sheryl Stevenson, at:



sheryl.stevenson@ubm.com



Member Profile: Claire Bonilla

By *Adrienne Resek*

When **Claire Bonilla** was starting university, she couldn't decide if she wanted to study business or medicine. After much deliberation, Claire decided that for the time being she would study economics and start a business career.

Then, when she turned 40, she would go back to school and enter the field of medicine. She simply would have two entirely different careers.

Thus Claire earned an undergraduate degree in German and economics, followed by a master's degree from the London School of Economics, and launched into a successful international business career. She spent much of the next 20 years managing a breadth of global functions for Microsoft, finally leading its Humanitarian Assistance and Disaster Response business.

As she neared 40, she stuck to her original plan and began taking the prerequisites for medical school as well as participating with a few nonprofit boards in the medical realm. It was at this point that she was tapped by SightLife to help eradicate corneal blindness worldwide.

Today, Claire serves as Chief Global Officer of SightLife. She is now applying her skills in global supply chain management, governance, risk and compliance, emerging market strategies, global facilities planning, and more to procuring corneas and getting them to the individuals in need on all of the major continents.

Claire was introduced to OWL by **Monty Montoya**, chief executive officer of SightLife. She told him she needed to learn ophthalmology, and he told her OWL was the best place to do that.

In a previous role at Microsoft, Claire was the executive sponsor of a group called "Women in Operations" that brought together females in the field to create a community for networking and skill building. So the mission of OWL was of immediate

interest to Claire, particularly the emphasis on mentoring.

Claire shared her Three Mentor Model that she has used in her professional career and now shares with her team at SightLife.

"I always try to have three active mentors in my life," she explains.

The first mentor is related to a skill she's trying to grow.

"I find someone who is really great at that skill and tell them I want to learn that skill," Claire says. "I will shadow that person, run my ideas past them, and really focus specifically on that skill."

The second mentor is someone in the organization of my biggest challenge.

"We all have dependencies and roadblocks," she says. "By creating a mentor out of the boss of my most difficult counterpart, I could go to this person and ask for insight and advice, as a mentor, to clearing roadblocks."

By creating a mentor out of the boss of my most difficult counterpart, I could go to this person and ask for insight and advice, as a mentor, to clearing roadblocks.

“The clearer you can be in business on brokering what you will accomplish, and guaranteeing you can do it on your own terms, the more likely you are to make sure it doesn’t falter.”

My third mentor is always related to my future job.

“This mentor helps me recognize what it takes, what skills I need to ramp up, and provides a way for them to become familiar with me and help me launch into my next career move,” she adds.

As a mother to three children, it is not surprising that Claire is highly skilled at work-life negotiations.

She says, “I don’t use the word balance, because work and life are never balanced.”

There are times when work will lead and take precedent, and times when life needs to take the first priority.

“My ability to clearly articulate the boundaries of both allows me to set the right expectations, and that has helped me move ahead,” Claire says. “The clearer you can be in business on brokering what you will accomplish, and guaranteeing you can do it on your own terms, the more likely you are to make sure it doesn’t falter.”

“The ability to be clear about that also means I’m happy with the decisions I make. When I have to sacrifice to spend long hours at work, I know I will make them up because I have set clear boundaries and I hold to them,” she adds. “This commitment and conviction leads into the way I do business and has allowed me to get ahead.”

Just as Claire is achieving great things at SightLife, she is excited to share insights with OWL.

One of her first projects will be looking at ways to localize networking opportunities. She would like to find a way for OWL members to participate and engage in local communities they can network with and depend on over a regular basis instead of waiting for big events. ■

Adrienne Resek is a medical writer based in Mesa, AZ.

Adrienne Resek



WHY I SERVE OWL

As immediate past-president of OWL, I continue to serve in a leadership role because I believe passionately in OWL’s mission to advance diverse leadership in the ophthalmology space. To make a positive difference in creating inclusive leadership benefits organizations and ultimately the patients that are served. • Marsha D. Link, PhD

By serving, I’ve gained valuable perspective regarding the importance of promoting and developing diverse leadership (OWL’s vision). I truly believe OWL has made a positive change in our industry and this progress is a source of personal and professional inspiration. • Beth Marsh

Visit www.owlsite.org to find out how you can get involved in OWL!

The insights, opportunities, networking, webinars, and programming OWL offers are second to none in our field. I love the collaboration between members and the reach OWL has! • Georgette Pascale

Career Path: The Cost of Unqualified Applicants

By Brad McCorkle

What is the cost to an organization of unqualified candidates applying to job openings? Consider the following scenario:

A recent *Local Eye Site* (LES) survey of 306 ophthalmic and optometric employers asked how many had “posted a job on a national job board, such as Indeed, Craigslist, or CareerBuilder, in the last 12 months.”

Sixty-nine percent of participants (212 employers) responded they had posted to a national job board at some point in the past year.

When asked about the results of these ads, 46% responded that there were “too many unqualified applicants,” 40% said there was “an even mix of qualified and unqualified applicants,” and 14% said that “most of the applicants were qualified.”

This means that of the 212 respondents, 86% reported at least half of the applicants were unqualified.

Peter Harris at Workopolis received a similar response from employers. According to Harris, “employers have told us that sometimes as many as 75% of applicants for a given role aren’t actually qualified to do it.”

The Price Employers Pay

We often hear from employers that job listings on Craigslist, or even Indeed, are “free.” While it may be true that in some markets, job-listing engines like Craigslist may not charge more than a nominal \$25 fee for an initial post, Tony Lee from CareerCast found there is a hidden cost. According to Tony, “it’s become clear that relying on Craigslist to fill local job openings may require more time and money than its reputation suggests.”

Many experienced with Craigslist will tell you that job postings on the site will result in an overwhelming number of applications, leaving the recruiter with a lot of work to sort through the resumes. The response could be in the hundreds within 24 hours of the posting, with only a very small number of applicants worthy of consideration. The result is hours of work to find reasonable candidates hidden in stacks of unqualified applications.

In the LES survey, of the 98 employers responding that their job ads received “too many unqualified applicants,” the biggest complaint was “time wasted sorting and vetting resumes.” A whopping 86% of employers said that unqualified applicants wasted their time, 42% of employers also answered that unqualified applicants were a “distraction from more important activities,” and 31% agreed that unqualified applicants can “lead to a bad hire.”

Now Hiring Heroes reports that the average corporate job opening receives 250 applicants. The company also estimates at 5 minutes per resume, that’s roughly 20 hours needed to vet and sort resumes for the average opening. At \$25 per hour, that’s \$500 spent to sort and vet resumes, not to mention the distraction from more important activities. This sheds a new light on what the cost of a “free” job listing can really be.

On its website, Indeed claims that **180 million** job seekers visit the site every month. CareerBuilder claims to have **90 million** candidate profiles.

If we believe that at least half of all applicants are going to be unqualified, and the cost associated with sifting and sorting is significant, is an audience this large a good thing for a job listing?

CareerCast's Lee touts the merits of niche job sites. "Holding up more effectively are niche sites that target the job market by one or more narrow criteria, ranging from industry or function to geographic and demographic. For instance, job boards offered by trade magazine web sites and associations tend to deliver a narrow, targeted response of applicants to job listings aimed at that audience."

The bottom line is that when it comes to recruiting, bigger audiences and more applicants are not always the best way to go, and "free" typically implies a hidden cost.

Recruiting, especially for niche positions, should surgically target passive and active candidates at the kinds of online destinations that will yield relevant, experienced candidates with a smaller number of unqualified responses.

This kind of strategic recruiting will save time, money, and drive up the likelihood of a quality hire. ■

Brad McCorkle is founder of Local Eye Site.

Brad McCorkle



Advancing Diversity in Leadership.

Connect with OWL at ARVO

Sunday, May 1st | 5:00 pm

Join us for a discussion of hot topics including overcoming the common career hurdles identified in the OWL Business & Leadership trends survey.

Dr. Audrey Talley-Rostov and Beth Marsh, of OWL's Board of Directors, will kick off the discussion and share their stories.

Learn smart ways to "Lean in" from OWL leaders and make new professional connections.

The event is hosted at the Dr. Talley-Rostov residence.

Register at www.owlsite.org

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