

EMPOWER

An OWL Magazine



spring 2017

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OWL
OPHTHALMIC WORLD LEADERS



Why Diverse Leadership Matters

OWL is committed to advancing diversity in leadership within the ophthalmic community. Why is this important? A recent e-book published by Everwise shared the following statistics¹:

- Diverse organizations are 15% more likely to outperform the industry²
- One study found that for every 10% increase in diversity, the bottom line grew by 3.5%²
- Organizations with diverse balanced boards of directors show a 16% higher return on sales³
- Inclusive organizations are 75% more likely to implement marketable employee ideas⁴ and 5 times more likely to be agile⁵
- Diverse organizations are 3.3x more likely to report they're high performing⁵

So, there are benefits to promoting diverse leadership, and these can translate into strengthening the ophthalmic community, supporting enhanced organizational performance, and improving patient care. All of which are vital goals for OWL.

In order to drive this mission, OWL provides programs to expand skills and connect with others across the ophthalmic community to bring together ideas, approaches, and tools to move us all forward. We are poised to provide unique programs during this year's ASCRS and ARVO meetings and hope that you can join in these events.

OWL Signature Event @ASCRS

Featuring distinguished leaders: Dr. Eric Donnenfeld, Ashley McEvoy and Tracy Valorie, moderated by Jane Rady

Topic: "Lessons in Leadership: Overcoming Obstacles and the Value of Self-Discovery"

Date: Friday, May 5

Time: 5:30 to 7 pm

Venue: Luxe City Center Hotel
1020 S Figueroa St., Los Angeles

OWL Networking Event @ASCRS

Join with peers for this interactive event focused on:

Topic: "Difficult Conversations: Finding Your Voice with Effective Communication Strategies"

Date: Saturday, May 6

Time: 4 to 5 pm

Venue: Luxe City Center Hotel
1020 S Figueroa St., Los Angeles

OWL Connect Event @ARVO

Attendees will share breakfast and discuss how to:

Topic: "Shattering the Mold: Overcoming and Understanding Personal Diversity"

Date: Tuesday, May 9

Time: 7:30 to 8:30 am

Venue: Hilton Baltimore
Tubman A Room
401 West Pratt St., Baltimore

We sincerely appreciate the tremendous support from our members and sponsors. For more information and to register for these events, please go to www.owlsite.org

All my best,

Heather Ready
President

Ophthalmic World Leaders (OWL) • Advancing Diversity in Leadership

Sources

- 1 Talent Crisis: Non Diverse Leadership (2016) Everwise
- 2 Why Diversity Matters (2015) McKinsey
- 3 The Bottom Line: Corporate Performance & Women's Representation on Boards (2008) Catalyst
- 4 Innovation, Diversity and Market Growth (2013) Center for Talent Innovation
- 5 Diversity & Inclusion: An Analysis of the Current Landscape (2013) Bersin

Champion Circle Members are advocates and champions of the OWL Mission, Vision, and Values; they are ophthalmic thought leaders; 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 are key in driving OWL's Mission forward.

D. Michael Ackermann, PhD • Vice President,
Neurostimulation, Allergan

Judy Bartlett-Roberto • Vice President,
Marketing, Optovue Inc.

Catherine Clark • Executive Director, Perrysburg
Eye Center

Robert Dempsey • Vice President & Business
Unit Head – Ophthalmics, Shire

Aimee Derosiers • Senior Vice President of
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Wellentina Greer • Director of Global Strategic
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Ann Marie Hipsley • Founder & President,
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**Learn more about becoming a Champion Circle
member at www.owl-site.org**



Join OWL at ASCRS Signature Event

“Lessons in Leadership:
A Panel Discussion on Overcoming
Obstacles & the Value of Self-Discovery”

Friday, May 5th • 5:30 – 7 pm
Luxe City Center Hotel
1020 S Figueroa St., Los Angeles

Panelists:

Jane Rady,

Johnson & Johnson Vision (Moderator)

Dr. Eric Donnenfeld

Ashley McEvoy,

Johnson & Johnson Vision

Tracy Valorie, Bausch + Lomb



Visit www.owl-site.org
for details and to register



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Advancing Diversity: A Strategic Necessity for Healthcare Leadership

By Angela Bedell

Last year, OWL officially changed its name from “Ophthalmic Women Leaders” to “OWL: Advancing Diversity in Leadership.” The name change aligns with OWL’s overall evolution from a club to an association and reflects the new necessity for leadership diversity.

According to a recent PEW Research Center Report, Americans are more racially and ethnically diverse than ever. The United States is projected to be even more diverse in the coming decades. To those who work in healthcare, this report is no surprise. For many organizations, leveraging this growing diversity at the leadership level is a critical and sometimes missing component in delivering value to all members of their changing communities.

According to an article in *Healthcare Executive* (Building High-Performing, Highly Diverse Teams and Organizations; November/December 2016; Laura Ramos Hegwer), “Increasing diversity and inclusion throughout healthcare organizations – particularly in leadership – is no longer the right thing to do. It’s a strategic necessity.”

I would like to take this opportunity to illustrate just how successfully OWL incorporates diversity at every level and continues to be at the forefront of this healthcare business trend.

Strategically speaking, OWL has long since recognized the power of diversity not only within its leadership, but also throughout the organization. Our members are from the medical and corporate communities, and include both women and men who are personally invested in advancing innovation and patient care.

OWL board members represent a cross section of industry leaders who share a desire to reach out not only to women, but also to ophthalmic professionals with a wide range of cultural and ethnic backgrounds. Our leadership has always represented a diverse segment of our profession and will continue to expand beyond the traditional definitions of diversity in the future.

But diverse leadership is only step one. Step two is how well your leaders and membership work together to achieve maximum effectiveness.

Benjamin K. Chu, president and CEO of Memorial Hermann, Houston, references his cross-functional leadership as integral in supporting higher-functioning, diverse teams. This creates an atmosphere in which people feel as if they have a stake in the organization.

“In the long run, diversity is about tapping into others’ innate potential and finding different ways of thinking to get the best outcomes,” Chu says (*Healthcare Executive*; Building High-Performing, Highly Diverse Teams and Organizations; November/December 2016; Laura Ramos Hegwer).

To that end, OWL has consistently leveraged the skills and expertise of our members. Since its inception 10 years ago, OWL has hosted numerous networking events, opportunities for mentorships, education, and community programs. These forums support the values of our organization to provide a positive environment that inspires, supports, and connect individual members. Benefiting from each other’s experience is key to creating the best in outcomes for our professionals and clinical providers.



Sustaining Diversity Encourages Innovation

Once an organization has diverse leadership teams and membership in place, sustaining diversity must continue to be a priority. Diversity prepares an organization for challenges and drives innovation in the healthcare industry especially

According to Kimberly Dawn Wisdom, MD, senior vice president, Henry Ford Health System, Detroit, diverse teams encourage innovation.

“The more diversity of thought you have around the table when strategies are developed, the more opportunities for innovation,” she says (*Healthcare Executive; Building High-Performing, Highly Diverse Teams and Organizations; November/December 2016; Laura Ramos Hegwer*).

Beyond traditional definitions, diversity also includes a variety of views, approaches, and even temperaments.

Companies or organizations that include members with uniform perspectives may actually stifle innovation. To benefit from diversity, people must be able to contribute their unique experiences.

According to Suzie Elliott, *Here’s What Happened When I Started Being Myself at Work* (Fortune 500 Insiders, Nov 2016), “Inclusiveness extends beyond our external, visible qualities to the wealth of differences that lie within each of us,” she says. “Diversity brings new ways of thinking to a company, prevents stagnation, and can kick-start innovation.”

Make Diversity Part of Your Mission and Vision

One of the lessons offered to healthcare leaders is to make diversity part of your mission and vision.

“Making diversity part of your values makes it abundantly clear how important it is to your organization,” says Thomas F. Zenty III, FACHE, CEO of University Hospitals Health System, Cleveland.

“It also prevents it from fizzling out after a year or two of initial momentum.” (*Healthcare Executive, Building High-Performing, Highly Diverse Teams and Organizations; November/December 2016*)

With our mission to promote and develop diversity, OWL is the industry leader in sustaining momentum. Our members provide diverse perspectives that contribute to one shared outcome – advanced innovation and patient care. This contribution of qualified personal and professional perspectives results in a high-performing leadership that reflects the diversity of our membership and the communities that we serve.

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, go to www.owlsite.org. ■

Angela Bedell



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



Member Profile: D. Michael Ackermann, PhD

By *Adrienne Resek, MA*

D. Michael Ackermann, PhD, is the master of making us cry — but in a good way. He is vice president of neuro-stimulation for Allergan, and previously CEO of Oculeve Inc., which developed the tear-stimulation device that will soon open an entire new methodology for the treatment of ocular surface disease.

Ackermann received a BE degree in biomedical engineering from Vanderbilt University, as well as MS and PhD degrees in biomedical engineering from Case Western Reserve University. While in the Stanford Biodesign Fellowship, he was assigned to ophthalmology.

Ackermann recalls, “Initially, I was a little disappointed as I was naïve regarding the opportunities with such a small organ. Now that I understand more, I will probably be in ophthalmology a very long time.”

Ackermann and his colleagues discovered that the nerve system stimulated via the nasal cavity is responsible not just for the aqueous component of the tear film, but also for mucin release from goblet cells and meibum expression.

“It’s really exciting to have another option for patients,” he says. “We’ve been at this for some years now and are finally on the cusp of being able to provide a treatment that will make a real impact on patients.

“The challenge of working in such a novel area is that it does require a lot of education,” he adds. Fortunately, once people learn about what we’re doing and the power of this particular pathway, almost universally they go from skeptical to enthusiastic very quickly.”

Ackermann is particularly proud of the culture they have maintained with the neuro-stimulation group.

“We call ourselves the Ocu-family, and have a real culture of support and camaraderie that makes it nice to come to work,” he says.

“Equally important, we also all have very high expectations of each other. Thus, we can be really innovative and high producing, while also having fun in a relaxed environment.”

The San Francisco Bay Area, where their offices are located, is known for having a very diverse and incredible talent pool. The geographic location combined with the relatively young demographic of Ackermann’s team makes it easy to inherently embrace diversity in the workplace.

“Frankly, I think it is well established that the most diverse teams are the most successful,” he says. “Diversity of background, origin and gender create diversity of thought, and that is key to our success. We extend that to our patients by making sure our trials enroll a diverse patient population and are located in sites that can achieve that.”

As the spouse of a sociologist focused on gender inequality, diversity is an active part of Ackermann’s everyday life. Becoming a part of the OWL leadership team was a natural fit for him, and he has been impressed by the quality of people involved and the opportunities it creates for mentorship. Ackermann also has some goals for OWL.

“Diversity of background, origin and gender create diversity of thought, and that is key to our success.”

“
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”

“I would really love to see us create some key performance indicators, so we have a way to evaluate ourselves and know how we are doing,” he says. “This will also provide OWL with a means to communicate the tangible value of the work we are doing. We have a real potential to influence the next generation of leaders in the ophthalmology industry, and thereby see even more impressive output.”

Ackermann’s message to OWL members and potential members is: “Get involved! The value of the organization is based on the members. I am really excited to see it continue to grow and flourish, and that will only happen if we get out and participate.” ■



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



Plan to join OWL at ARVO

Tuesday, May 9th
7:30 – 8:30 am

Hilton Baltimore
Tubman A Room

401 West Pratt Street
Baltimore

“Shattering the Mold:
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WHAT OWL MEANS TO ME

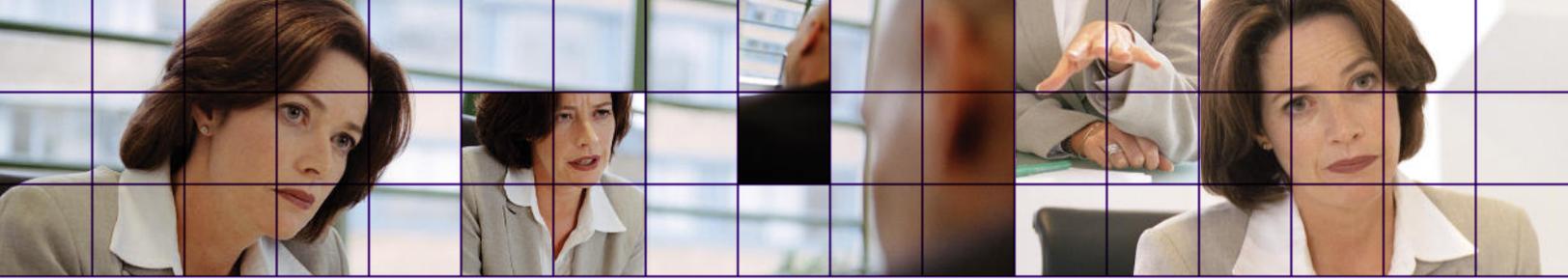
OWL membership has value at every level. EMPOWER Magazine will be featuring special segments called “What OWL Means To Me” as a new means for communicating some of the benefits that OWL membership offers. Look for these relevant member quotes in this and future issues. ▶ ▶ ▶

Additionally, you are invited to contribute to the segments by sharing how OWL membership has helped you achieve your career objectives. Contribute your quote to EMPOWER Editor-in-Chief at Sheryl.Stevenson@ubm.com.

WHAT OWL MEANS TO ME

“OWL is an opportunity to drive the future of eye care to its full potential by enabling a diverse group of next-generation leaders through education and exposure to today’s leaders.”

– D. Michael Ackermann, PhD



LEADER TO LEADER

Tips for Tackling DIFFICULT CONVERSATIONS

By Marsha D. Link, PhD

Outstanding leaders exhibit a variety of characteristics and skills. Among these are the ability to create and implement a vision, inspire others, take calculated risks, behave ethically, think boldly, and so on.

For many leaders, it is early in their careers when they are faced with situations that require dealing with others when there are challenges that make conversations difficult to hold. Few of us, no matter what our position or function, may find that holding “difficult conversations” is one of the least favorite things we do in our jobs. However, it is the wise leader who recognizes that approaching versus avoiding these kinds of situations is the most prudent and constructive way to manage them.

In order to be successful when engaging in difficult conversations, there are three principles that can guide our behavior.

1 Prepare for the interaction.

In order to be successful in difficult conversations, it is important to develop a plan ahead of the interaction. Spending quality time to carefully think through key ideas not only will boost your confidence, but also will help to keep the conversation focused.

- a. Outline the “purpose” and “importance” of the conversation and why it is necessary to deal with it.
- b. Identify and defuse your own emotions that surround the difficult situation. This is important so that when you are engaging in the conversation you will manage your emotions rather than letting your emotions manage you. Reflecting on your own feelings about the conversation may help you realize that your fears and uncertainties are unfounded.
- c. Envision the constructive outcome as a result of your conversation and determine how you will know if that outcome is reached. This may require that you get input from others who might be impacted by the outcome of your conversation.
- d. Prepare by getting your own state of mind in a positive zone. Additionally, recognize that your perspective is not the only one and that the person with whom you want to communicate has a perspective on the situation that is filtered through a different lens.



2 Be proactive and initiate the conversation.

- a. Find a mutually agreeable time to meet in a neutral environment. Doing so will reduce defensiveness and set the tone for a constructive discussion.
- b. Outline the purpose and importance of the conversation that you have carefully created in your pre-planning; indicate why this is something that needs attention.
- c. Practice “active listening.” This tends to be an over-used term, but it has important implications when dealing with topics that are emotionally charged, most likely, for both parties. When one is in the active listening mode, he or she is clearly aware of both the facts and feelings that are part of the communication. Disregarding facts or feelings catches only a portion of the message. Try listening twice as much as you talk. It is amazing how the understanding increases when one is actively listening.
- d. Practice patience and compromise. You may not reach the outcome you want after one conversation. But, congratulate yourself on the fact that you have initiated the communication and consider that you have a work in process. Working out solutions to complex problems takes time.

3 Evaluate the process after you have had the first difficult conversation.

- a. Ask yourself: “What did I do well?” “What could I have done better?”
A good idea is to reflect on the words you chose during the conversation and examine if you might have used different language to deliver your message. Sometimes we forget just how powerful are words.
- b. Check back with the other person to determine if the situation you discussed in your difficult conversation has changed in any way. Sometimes, it makes a huge impact if we reach out to show that we actually want to make a positive difference in the situation/person that is challenging as opposed to being critical.
- c. Make plans for the next steps in managing the difficult situation and cycle back to the first principle to ensure that you are prepared for the next conversation.

Good luck as you plan your difficult conversations. Find and develop your leadership skills and characteristics that will help you become competent, courageous, and confident so that you can handle difficult conversations successfully. ■

Marsha D. Link, PhD, is founder and principal of Link Consulting (marshalink@4link.biz) and immediate past president of OWL.

LEARN MORE at the
OWL Networking Event
“Difficult Conversations:
Finding your Voice with
Effective Communication
Strategies.”

Saturday, May 6, 2017

4 – 5 pm

Luxe City Center Hotel
1020 S Figueroa St.
Los Angeles

Confirmed Panelists:
Dr. Cynthia Matossian,
Moderator
Wayne Caulder (Zeiss)
Bill Doran (Alcon)
Aziz Mottiwala (Allergan)

• • •

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Marsha D. Link, PhD



Career Path: How to Establish A Culture of Trust and Success

By Brad McCorkle

Right traits can change everything for an organization

At Local Eye Site, in our messaging to employers looking to recruit medical professionals, we stress the importance of intentionally crafting and developing a company culture that will attract top talent. We encourage organizations to think about what type of person they want to hire, and then consciously develop a company culture that will attract these types of professionals.

I thought it might be helpful to describe some of the attributes we look for in employees, and then how we go about creating a culture to attract those types of pros.

Independent, self-motivated professionals serious about doing great work

If there is one thing I am not, it's a micro-manager. I don't want to manage people very closely. First, because I don't enjoy managing people that much, but also because I feel like too much structure stifles creativity, independence, and ultimately makes people feel less invested in their work. I make it very clear during the interview process that if you're looking for a work environment with a lot of direction and handholding, you've come to the wrong place.

Clear objectives and some direction are obviously necessary, but in general, I like to point people toward the target and let them figure out how to hit it. The result is a company that begins to take on the personality of our group, not just the founder. This way we leverage the unique strengths, experiences, and creativity of us all. In the end, I think employees feel more challenged and rewarded by the job they do because they know they've put their stamp on this place.

Other ways we craft the culture include sharing our financials with all of our employees (excluding salary details). Although we do have a documented vacation policy, I couldn't tell you the last time I checked to see how many days any of our employees actually used. We offer unlimited sick days, and I don't care where people work most days, or what time they come to work, or leave. All of this suggests that the thing that matters most is meeting objectives and doing it in such a way that builds trust.

Creative brains

A standard part of our interview process is to ask candidates to demonstrate their abilities before hiring them. During the interview process for a marketing position recently, we asked candidates to create ads that would solicit a certain response from customers. We asked our inside-sales people to role-play sales calls. Our web developer candidates show us how to write code that performs certain functions.

This process does a couple of things. First, we find out how determined candidates are to work here. Are they problem solvers who can take a goal and figure out how to get there on their own?

Additionally, this gives candidates the opportunity to show-off their creativity.

No mean people, no drama, a close team

Lastly, we want a team that forms a bond. We like to have fun together in and outside of work. So, taking candidates out in social settings before hiring them is something we regularly do.

Spending time with the candidate outside the office gives our team, and the candidate a chance to get a feel for how well they fit into our culture.

We also regularly take our team on out of town retreats where we collaboratively work through goal setting and problem solving. We take in the opinions of every employee, and have fun along the way. All of this sends the message to the candidates and current employees that we aim for employment to be more than just a job. ■

Brad McCorkle is founder of Local Eye Site.



WHAT OWL MEANS TO ME

“OWL has added greatly to my career enhancement due to the relationships I have been able to make through my OWL membership. The diversity of the membership, yet all having ophthalmology and the best interest of patients as commonalities, allows us the greatest opportunities to collaborate and move the field forward – Priceless!”

– Laurie Brown

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.

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