



## **HBA 2008 WOTY Comments**

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**2008 HBA Honorable Mentor**

Hi and thanks Ceci!

Whenever I hear nice things about myself I am always reminded of a quote I saw many years ago that says: "I wish I was half the man my dog thinks I am!"

I continue to be very humbled by this recognition and remain convinced that there was some kind of voting error. Maybe some hanging chads swung in my favor!

OK, first the thank yous.

It feels a little like the Oscars: So many people to thank, so little time and I know I will forget some people, so in advance, I apologize to those I have slighted and hope you understand.

First and foremost I would like to thank the HBA. It is a wonderful organization and it is an honor to be recognized by such a distinguished group. They continue to do great work advancing the careers of women in the healthcare industry.

Second, I would like to thank the people who nominated me for this award: Elizabeth, Annie, Stefani, Ruth, Anissa, Carol, Deidre and Cara. All are key people on my team and are some of the finest people I have ever worked with. They also have a genius for creative writing as displayed on the nomination form! You are true inspirations to me on a daily basis and it is easy to win awards like this with great people like you around me.

I have been blessed to work with talented people at both Genentech and Novartis.

I do have a confession to make, though: I have never had to go out of my way to be a special mentor for women. I have simply tried to hire the very best people I can find and then work with them to fully realize their potential. I can't help it if so many of these people have been women!

When you win an award like this I guess it's inevitable that you start thinking about mentors. What does it mean to be and to have mentors? Who have been mentors in my life and how have they helped me?

When I think back about these special people in my life and what made them special, for me it comes down to a few key things:

1. They cared about me as a person
2. They were always looking out for my best interest

3. They always, always, always told me the truth, even if it was not easy. They did this because of numbers 1 and 2: They cared about me and were looking out for me.
4. They made me better, both professionally and personally

With these key basics in place, a relationship of trust developed that allowed me to have many types of conversations with these people; conversations about job opportunities, tricky professional situations, and, ultimately, personal discussions.

I remember going to one of my bosses and asking his advice on a job opportunity at another company. We talked about the pros and cons and he helped me make a good decision. I even got a good bonus at the end of that year! Now that's trust.

I find that mentors can come from many places. I have had mentors who were bosses, some that were friends, others that were part of a formal mentoring program, some from within the company and others from outside.

But it all started with my family. I have always been surrounded by strong mentors, many of them women, starting with my Mom and two older sisters. My mother continues to be a guiding force in my life. She taught me to always do the right thing for people, to dream big and that I could do whatever I set my mind to. To this day she sends me "reminder" e-mails of what is important in life. One that sticks with me: "No one writes on their tombstone, I wish I spent more time at the office." She always believed in hard work, but also making time for family and friends.

My two older sisters were also a great influence on me. One was academically gifted (OK, smarter than me) while the other was a very good athlete and had unbelievable spirit. I'll never forget the day she stood up to the infamous bully in front of the entire neighborhood. It was like showdown at the OK Corral, and she walked away the victor! Talk about nerve!

Given my early days and these experiences, it never even dawned on me to think that women were any different from men. Not better, not worse, just equal.

You know, I received many nice notes from people when this award was announced, thanks everyone, but one really captured how I try to think about people. It was from last year's Woman of the Year, Meryl Zausner. Meryl and I worked together at Novartis and I have enormous respect for her. She wrote: "It never mattered to you what someone looked like, as long as they were smart, passionate, and got the job done; this is exactly what women are searching for...."

That is exactly how I was taught to think from the very beginning: always look for the best in people and surround yourself with those who will be a positive force in your life. I tried to carry this mindset into the working world.

I began my career in the grocery business, as a real mover and shaker – picking up carts in the parking lot! Well, I guess I did OK on the carts and was able to work my way up the chain to eventually become a general manager at one of the stores. It was a pretty big responsibility, running a store with 120 employees and full P&L responsibility. While it was a big responsibility, it never would have been possible without my very first professional mentor. Her name is Anne Kaczmarek. She believed in me before anyone else did, including myself. She pushed me out of my comfort zone and, without that push, I would never have made the move and asked to be considered a store manager. Once I had the job, she helped me with advice and practical tips and was there to pick me up when things weren't

going so well. She was the first big guiding force in my work life and further reinforced that women were just as capable (if not more so) than men.

But the grocery business was not to be my life's work so I joined the family business and became a pharmaceutical sale rep. It truly is our family business. My dad was a rep for 25 years, my brother is a rep with Amgen and my sister works for Astra Zeneca as an Oncology rep. Once again, I needed plenty of help and was able to find many mentors. As you can imagine, my family, with all that experience, was a tremendous help and I was actually able to get some doctors to prescribe some of my products. No easy feat when one of them is DynaCirc, a twice a day calcium channel blocker in a once-a-day market, with no angina indication!

Ultimately, the company decided that I would be of greater value in the home office! And it was there that I found some of my greatest mentors. People like Chuck Ziakas who taught me how to lead from the front, set high expectations and hold people accountable; David Epstein, a former Honorable Mentor, who gave me projects and assignments that stretched me and helped me learn about areas outside of the commercial business. I also saw how both of them effectively ran large organizations.

To this day when I am faced with a particularly troubling situation I ask myself: "How would they handle this?" and it usually guides me to a good decision.

When Sandoz and Ciba merged to become Novartis, it ultimately brought two additional people into my circle of mentors, Kurt Graves and Mark Iwicki. They had a whole new way of thinking about the business and I learned enormously from each of them. I eventually came to rely on them for advice in all sorts of situations, both personal and professional.

I count all of these people as close friends.

There are many more people that helped me in my career, people like Alex Gorsky and Deborah Dunsire, but the time is short and I could go on forever.

I hope my point is clear: I have received help from a number of people throughout my career and I am sure all of us can think of special people who have helped us along the way.

Which brings me to my final thought: A plea for everyone in this room to become a mentor for someone. Take someone under your wing and help him or her learn and grow. It will not only help them, but will also bring you enormous satisfaction.

And for those who have the ability (or "juice"), create formal mentoring programs in your organizations. If you are starting a program, make sure you have enthusiastic support from the senior management, get resources assigned to run the program and actively manage the program. You will be happy with the results!

I will go even further and ask you to have a special focus on diversity. We need to do a better job creating diversity in our management ranks. People really are the most important thing in any organization. If you can create a culture that truly is about getting the very best people and creating an environment where they can contribute to their full potential, business results will follow.

At Genentech, we are passionate about our culture, which is based on our people. Our Executive

Committee spends a great deal of time thinking about how to preserve the best of our culture while changing with the times. A little PR plug, it must be working as we have been on the Fortune list of "100 best companies to work for" for the last 10 years. We are passionate about developing our people.

I could not leave today without thanking my family, especially my wife. I firmly believe that you cannot separate personal and professional lives. It is because of them that I have had such a fulfilling career.

And finally, one last thank you to the HBA. I continue to be impressed with the caliber of individuals in the organization and their mission to further the careers of women in our industry. You are doing great work and I am proud to be associated with you.

Thank you and enjoy the rest of the afternoon

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