Transformers: African American Women Leaders in the Pharmaceutical Industry

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Abstract

This qualitative study documents the experiences of African American women leaders in the pharmaceutical industry in the context of the transformative leadership model. Transformative leadership is a theory that recognizes that the success of individuals and organizations (including pharmaceutical companies) may be impacted by material realities and disparities that exist in a larger societal context. Consequently, transformative leaders seek to promote change (Shields, 2011). Eight African American leaders were interviewed regarding their leadership experiences in the pharmaceutical industry. The interview text was then coded based on the seven tenets of transformative leadership. The results indicated that, collectively, all participants exhibited all tenets, with each participant illustrating at least four of the seven tenets. Three tenets were common to all participants. They included tenet one (acknowledging power and privilege), tenet three (deconstructing and reconstructing knowledge frames), and tenet seven (demonstrating moral courage and activism). While African American women leaders in the pharmaceutical industry represent a small percentage of industry leadership, they are impactful leaders and contributors to its transformation. The findings have relevance to both scholars and practitioners in management leadership generally, as well as to leaders within the pharmaceutical industry.

Introduction

The pharmaceutical industry is an industry that reports itself to be in need of transformation as it is tasked with increasing the level of productivity and competing in a growing and dynamic global economy (Hashemi, 2012). Pharmaceutical companies have become more complex and interdependent than in the past, necessitating a change in leadership approaches (Green & Aitken, 2006). *Transformative leadership* is a leadership model that seeks to promote change (Shields, 2011). Consequently, leaders who demonstrate the characteristics of transformative leadership may have an important role to play in the future of the pharmaceutical industry.

The Pharmaceutical Industry

This $700 billion pharmaceutical industry is characterized by Hashemi (2012) as complex, mature, highly concentrated and regulated, technologically driven, and having a high cost structure as well as a risk adverse consumer base. Activities related to mergers and acquisitions, and pricing and reimbursement, have also impacted the industry (Hashemi, 2012). "The knowledge-intensive nature of pharmaceutical R&D makes the ability to capture, communicate and exploit knowledge a key determinant for success" (Rowlands & Morgan, 2006, p.84). This fact, combined with the industry's reliance on external partners and the intra-functional and inter-functional interactions within the organization, illustrates the interdependent nature of the pharmaceutical industry (Rowlands & Morgan, 2006). According to Rowlands and Morgan (2006), it seems imperative that organizational cultures within pharmaceutical companies evolve to embrace collaboration and knowledge-sharing in order to ensure their competitiveness. Additionally, it is necessary that leaders within the pharmaceutical industry commit to changes in style and approach (Rowlands & Morgan, 2006).

Along with the complexity that embodies the pharmaceutical industry, there are a variety of challenges and opportunities for the industry's multiple groups of stakeholders. Some of these items can be considered as material realities and disparities — necessary factors in order for transformative leadership to occur (Shields, 2011). An example of the material realities and disparities that impacts the pharmaceutical industry includes the low levels of participation by African Americans in clinical trials (Sanders, 2011). The lack of role portrayal by African Americans included in direct-to-consumer television advertising roles represents another material reality and disparity (Ball, Liang, & Lee, 2009). Additionally, traditional approaches to orphan drug development represent yet another instance of a material reality and disparity that impacts the industry. Orphan drugs are indicated for rare diseases affecting a small number of people when compared to the general population and consequently, may not have sufficiently large patient populations to make these drugs financially viable (Muthyala, 2011).

Additionally, low levels of African American women occupy leadership positions within the industry. This significant fact is well documented by various U.S. government statistics and may represent an opportunity with respect to the industry's need for transformation and a new approach to leadership. Specifically, according to the Equal Employment Opportunity Commission (EEOC) in 2010, African American women comprised 7.6% of all employees in the pharmaceutical industry, 3.4% of first/mid-level managers and only 1.5% of senior executives (http://www1.eeoc.gov/eeoc/statistics/employment/jobpat-eeo1/2010/index.cfm#centercol).

Transformative Leadership as Conceptual Framework

There are scholars who suggest that as the world has experienced a transformation and become increasingly complex, a leadership gap has emerged. "We are now in an age of complexity and transformation" (Montuori & Fahim, 2010, p.2). The resulting leadership gap has provided the opportunity for the practice of additional leadership approaches including transformative leadership (Montuori & Fahim, 2010). Characteristics embodied by effective transformative leaders include innovation, charisma, and individual creativity (defined as one committed to effecting change) (Montuori & Fahim, 2010).

There are seven tenets that comprise the core of transformative leadership. Each can be applied to various types of organizations, including companies within the pharmaceutical industry, and are summarized as follows:

1. The acknowledgement of power and privilege and its impact is not usually regarded as the starting point of leadership, yet it is critical to understand how these elements are viewed by those who have traditionally held positions of influence, make decisions, and create policy for organizations (Shields, 2011). Transformative leadership requires a thorough assessment of asymmetrical power based on relationships within any organization (Avant, 2011). Consequently, transformative leadership recognizes and seeks to address the salient reality that some groups and individuals within a given organization are advantaged. As a consequence, some groups may be included in the decision-making process of the organization. Concomitantly, transformative leadership recognizes that other groups may be excluded from forming decisions, and, within the hierarchical sphere, are disadvantaged and often marginalized (Shields, 2011).

2. The moral aspects of transformative leadership result in an organizational focus on purposes related to equity, excellence, public and private good, and individual and collective advancement. Transformative leaders must have clarity with respect to their individual purposes, but must also engage others to ensure that such purposes are shared (Shields, 2011). Specifically, transformative leadership requires reflection on the leader's personal beliefs and attitudes in order to understand how they may impact individuals as well as the broader community (Avant, 2011).

3. Deconstructing and reconstructing knowledge frameworks are important tasks for the transformative leader. In doing so, the transformative leader is able to distinguish between the differences in experiences that exist between those who are and are not members of the dominant culture. Additionally, any inappropriate attitudes and assumptions that may exist are highlighted (Shields, 2011). In many ways, this tenet of deconstructing and reconstructing knowledge frameworks is akin to the leader challenging the current process or status quo, and provides an environment within which individuals can feel good about their work and their contributions to the community (Northouse, 2013). Transformative leaders possess and integrate knowledge that is reflective of their cultural awareness and ability to function within a cultural context. For the transformative leader, such awareness is indicative of one's awareness of not only his or her own culture, but one's competencies in effectively navigating across other cultures as well (Avant, 2011).

   Following deconstruction, transformative leadership calls for the leader to initiate the process of reconstruction, or reframing attitudes and assumptions (Shields, 2011). Transformative leaders work toward building a framework of inclusion, thereby increasing societal consciousness about the acceptance and valuation of differences. Intention in this regard is critical, given the lingering effects of societal disparities.

4. The transformative leader will seek to balance critique, an important step in the deconstruction process, and promise (Shields, 2011). It is necessary within the critical analysis to reveal the interplay between power and ethics within the

organization. Doing so can help ensure that organizational and social arrangements are aligned with the rights of all individuals (Langlois, 2011). Four questions can be posed by the leader to support critique and to help determine the relationship between power and ethics:

> ➢ Who benefits from this situation?
> ➢ Is there a dominant group?
> ➢ Who defines the way in which things should be structured?
> ➢ Who defines what should be valued or undervalued? (Langlois, 2011, p. 92).

Additionally, transformative leadership requires a critique of a given organization and its systems. This should include an examination of practices and policies, as well as their implications for integrating underrepresented groups and effecting social justice (Jun, 2011).

Strategies for promise necessitate environments in which beliefs and norms can be challenged and do not result in the marginalization of some populations. Consequently, this tenet identifies the need for the leader to address inequities both within the organization and the broader community (Shields, 2011).

5. Effecting genuine and equitable change — another imperative for transformative leaders
—
involves going beyond the

> IN AN IDEAL WORLD, RECOGNITION OF THE NEED FOR A CHANGE IN A SOCIAL CONDITION IN ORDER TO MOVE TOWARD A MORE EQUITABLE SOCIETY — AND ACTION TOWARD THAT SOCIETAL TRANSFORMATION — WOULD BE THE NORM
>
> (TRYJANKOWSKI, 2011, P.175).

documentation of inequitable instances to uncover and include material deficits and necessary reforms. "Transformative leaders are explicit about both the goals to be achieved and the processes required to attain them" (Shields, 2011, p. 9). Transformative leaders are considered to be change agents and are positioned and equipped to strive for societal justice:

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6. Working toward transformation (which includes liberation, emancipation, democracy, equity and excellence) is a tenet of transformative leadership. Recognizing that typical organizational goals include traditional and measurable outcomes, transformative leaders may highlight goals that are atypical for the organization. Ravitch (as cited in Shields, 2011) makes that point that goals should be worth striving for and should be relevant to all parties. Transformative leadership recognizes the need for goals to be purposeful. "Transformative leaders base their decisions on this moral dialectic and not on technical strategies and solutions" (Shields, 2011, p.10).

7. The demonstration of moral courage and activism is also a critical component of transformative leadership. This tenet is one that requires leaders to possess clarity of self as well as an understanding of their values and beliefs. Shields (2011) also suggests that operating in a completely transformative way may result in isolation or rejection of the leader. Transformative leaders may, in fact, experience a dilemma in that they may find themselves associated with the dominant structure of authority and power while simultaneously needing to reach beyond and challenge traditional norms. They must take risks and build alliances in order to advocate for those who are underrepresented. "This is not only the quandary of the transformative leader but the mandate as well" (Shields, 2011, p. 11).

To authentically engage in addressing inequities that have resulted from institutionally-created disparities can be exhausting (Bieneman, 2011). "For that reason, transformative leaders need to be resilient and spiritually grounded. They must be able to thrive despite adversity and they need to be willing to explore the creative tension of opposites, while working to minimize conflict. It is a delicate balance at best" (Bieneman, 2011, p. 227). Transformative leaders are required to have clarity with respect to their own values and beliefs — the foundation of their individual identity. They must participate in advocacy, possibly taking positions that may require the illustration of moral courage. Lastly, they must be able to live with the tension that may result from transformative work (Shields, 2011).

Transformative Leadership as an Extension of Transformational Leadership

Transformational leadership is regarded as a process which exists between follows and leaders. Consequently, this process incorporates the needs of both, and produces a shared responsibility that emerges from the interaction between these two groups (Northouse, 2013). Transformative leadership extends its links to include "the ends of equity, inclusion, and social justice" (Shields, 2011, p.5). Because transformative leadership represents an

extension of transformational leadership (Shields, 2011), it is important to outline important, key differences in their core components.

The starting point represents a key difference between transformational leadership and transformative leadership. Transformational leadership has as its stating point the need for a given organization to operate smoothly and efficiently. Transformative leadership has as its starting point external material realities and disparities that have an impact on individual or group success (Shields, 2011).

Transformational leadership is concerned with achieving organizational change and success within complex and diverse systems. Transformative leadership is concerned with critique and promise at its foundation, with the goals of individual and organizational learning and societal transformation (Shields, 2011). The distinction between transformational leadership and transformative leadership lies in the latter's emphasis and concern for deep and equitable change in the broader sense (which includes community and social conditions). The former emphasizes change within a particular organization (Shields, 2011).

Purpose of the Study

This study gives voice to this group of African American women leaders by documenting their experiences in global pharmaceutical companies and reviewing them in the context of transformative leadership as the theoretical framework. The question addressed by this research is: how do African American women leaders in the pharmaceutical industry illustrate the seven tenets of transformative leadership? These women who constitute this small percentage of industry leadership (less than 5% of industry leadership) may well be instrumental in assisting the pharmaceutical industry in transforming itself.

Significance of the Study

This study has both practical and scholarly significance. For the pharmaceutical industry as a whole, the application of the transformative leadership model may provide an interesting lens through which to define and view industry leadership, particularly for African American women. Giving voice to the experiences of the individual African American women participating in this study will allow for the representation of both diverse and rich leadership experiences. The experiences reported provide a unique view of leadership experience for a small and impactful group from within this dynamic industry. This work also adds to the body of knowledge relative to transformative leadership as "few studies have operationalized transformative leadership and examined its effect in real life settings" (Shields, 2010). Additionally, this work may have implications for various industries that find themselves in need of transformation.

Methodology

This research study utilized a qualitative methodology approach to gather data for analysis. Semi-structured interviews were conducted. A series of open-ended questions were used to gain an understanding about the participants' experiences, values, and behaviors in the context of their respective leadership positions within the pharmaceutical industry. Each interview was audio-recorded and transcribed. Any mention of names, titles, companies, specific drugs, or compounds was redacted. Additionally, the researcher made field notes during and after the interviews (Creswell, 2013).

Selection

Recruitment relied on a snowball strategy, a widely used recruitment method in quantitative research within the social sciences (Noy, 2008). Eight interviews were completed with African American women in leadership positions in the pharmaceutical industry. Three of the top fifty pharmaceutical companies were represented along with multiple-function areas, including sales, marketing, corporate services, human resources, and research and development. Participants occupied mid-level or senior-level leadership positions within their companies. Titles held by the participants included manager, director, vice president. Their years in the pharmaceutical industry ranged from ten to twenty-seven and one half years.

Data Analysis

A profile was created for each of the eight participants as an effective way of analyzing the data gathered during the interview (Seidman, 2006). Hypothesis coding was used to delineate the interview text using the seven tenets of transformative leadership as codes. It should be noted that hypothesis coding in not a strategy that is reserved exclusively for hypothesis testing. This coding strategy is an appropriate technique for content analysis of qualitative data (Saldana, 2013). In keeping with this approach, each participant's transcripts were coded based on the seven tenets of transformative leadership and a profile constructed with respect to each participant's display of each tenet of transformative leadership. Consequently, for each participant, a text chart was constructed and used to outline the supportive text for each of the codes (transformative leadership tenets), as a summary for the researcher and the reader (Saldana, 2013). Triangulation of different data sources (audiotapes of the interviews, transcripts, and field notes) was used to increase the trustworthiness of this study.

Findings and Results

Collectively, all of the participants in this research study illustrated all seven of the transformative leadership tenets through their interview text. Each of the women in this study identified material realities and disparities facing the pharmaceutical industry. These included issues related to workforce diversity and inclusion, community relations, and targeted promotional efforts. Each of the participants exhibited at least four of the tenets that comprise transformative leadership. Additionally, all of the participants provided support through their text for the following three tenets: tenet one (acknowledging power and privilege), tenet three (deconstructing and reconstruction knowledge frames), and tenet seven (demonstrating moral courage and activism). Specifically, all participants understood the results of traditional hierarchical power structures and privileges that were ascribed to particular groups. All participants recognized the need to encourage and lead change in thinking within their companies and the potential for change to result in a broader and more diverse understanding of business opportunities and societal impact. Lastly, all participants illustrated a commitment to high moral standards as well as concern for inequities, and subsequently a willingness to advocate for members of underrepresented communities both inside of and outside of their companies. *Table 1* provides a summary of the transformative tenets illustrated by each participant. To maintain confidentiality, participants are referred to as Participants A – H.

Table 1: **Participant Summary by Transformative Leadership Tenet**

Tenet/Code	A	B	C	D	E	F	G	H
1. Power and privilege	X	X	X	X	X	X	X	X
2. Organizational focus			X				X	X
3. Deconstructing-reconstructing knowledge frames	X	X	X	X	X	X	X	X
4. Critique and promise		X	X				X	X
5. Bringing about change	X	X		X	X	X	X	X
6. Working toward transformation							X	X
7. Demonstrating moral courage-activism	X	X	X	X	X	X	X	X

Participant Profiles

A summary discussion of each participant's profile follows:

Participant A. Participant A reported having been in her current position for two years. Her educational background included a bachelor of arts degree in hospital administration. She has worked in the pharmaceutical industry for nineteen years.

With respect to Participant A's illustration of transformative leadership, a review of the text provided support for four of the seven tenets. They were: acknowledgement of power and privilege, deconstructing and reconstructing knowledge frames, bringing about change, and demonstrating moral courage and advocacy. An example of her work as a transformative leader was evident in her description of a project where she successfully secured a grant to fund a hospital-based physician and patient education program for HIV/AIDS. She describes her activities as partnering with the customer (hospital) in response to a need that she discerned within the market (and community). She describes this work as particularly fulfilling due to the impact of the program in equipping physicians to better serve a community comprised primarily of low-income African Americans. For this participant, tenet five (bringing about change) was the fourth tenet in her profile. Examples provided to support this tenet were also related to the development and funding of educational programs targeting underserved communities.

Participant B. Participant B worked in the pharmaceutical industry for fourteen years. She had been in her current role for nearly four years. Prior to joining the pharmaceutical industry, she worked in sales in another industry. Participant B earned a bachelor of arts degree in English. Five of the seven tenets were evident for Participant B. They were: acknowledging power and privilege, deconstructing and reconstructing knowledge frames, critique and promise, bringing about change, and demonstrating moral courage.

Participant B's passion in ensuring the advancement of women and other under-represented individuals within her department and other areas of the company provided an example of her work as a transformative leader. Her description of the multiple employee development programs she implemented within her company illustrated her commitment to

build a leadership pipeline. Further, Participant B made the point that addressing the leadership gap for women, African American women in particular, in the pharmaceutical industry was a shared task between the company's current leadership and aspiring individual leaders. As a result of her work in this regard, she was credited with creating and implementing career development programs to assist women and other aspiring leaders. Participant B also reported personally reaching out to individuals to notify them of opportunities that she was aware of (by virtue of her leadership level) that were likely to become available and helping these individuals position themselves as candidates for consideration. She was acutely aware of the relatively small size of the candidate pool of African American women leaders and was passionate in her desire to inspire, encourage, and prepare diverse candidates to compete for leadership positions.

"I wish that we had more [African American women] in the pipeline" (Participant B, personal conversation, June 21, 2013). In support of this thinking, she described some of the calculated risks that she had taken to encourage the organization to consider candidates who, with the right level of organizational support (such as coaching), could be successful. She encouraged the organization to evaluate factors such as an individual's judgment (which indicates the ability to make good and right decisions and to learn from mistakes) and self-awareness (which indicates an awareness of an individual's strengths and weaknesses).

For Participant B, the illustration of tenet four (critique and promise) and tenet five (bringing about change) differentiated her profile. Her discussion regarding these two tenets included recruitment and employee development practices relative to workforce diversity.

Participant C. Participant C reported twenty years of experience in the pharmaceutical industry. Seven of these years had been in her current position. Her educational background included a master's degree in health administration and a law degree. Participant C exhibited five tenets of transformative leadership, namely, acknowledging power and privilege, organizational focus, deconstructing and reconstructing knowledge frames, balancing critique and promise, and demonstrating moral courage and advocacy.

An example in which Participant C illustrated her role as a transformative leader emanated from her ability to encourage those who she supports in the organization to think through the impact of various decisions not only concerning her company, but more broadly as well. She described her role as "subtly moving people in the right direction.... there's a lot of teaching in the role" (Participant C, personal conversation, June 22, 2013). She described her work as part of a team whose task it was to evaluate the status of her company's patient assistance program in which low income individuals were reimbursed for the cost of drugs. While her primary role is to provide specific advice based on her expertise and training, she indicated that she had been able to influence decisions with respect to the scope of the program. Participant C encouraged an evaluation of the impact of program changes on the communities served by the program, as well as ensured that decision-making was more distributive and reflected broader input. Participant C differentiated her profile with the demonstration of tenet two (organizational focus) and tenet four (critique and promise).

Participant D. Participant D reported ten years of experience in the pharmaceutical industry. She had been in her role for two years. Her educational background included a bachelor of science degree with a major in biology. She joined the pharmaceutical industry following her work in the clinical research organization (CRO) and hospital industries. The four tenets of

transformative leadership illustrated by Participant D included acknowledging power and privilege, deconstructing and reconstructing knowledge frames, bringing about change, demonstrating moral courage, and advocacy. Her work on the development of various drugs reinforced her understanding of the health disparities that exist in the African American community. Through her work, she has taken special care and interest in sharing information relative to drugs that her company has in development with various communities.

Illustrations of Participant D's transformative leadership involved educating and advocating for the recruitment of African Americans to join her company, as well as setting high ethical performance standards for her team. In her role, she has directly addressed one of the most significant concerns in the African American community regarding the pharmaceutical industry: participation in clinical trials. In doing so, she has been able to provide balanced information regarding clinical trials. "There are clinical trials out there that would give you constant care, free exercise, free medications, free education on what you're doing, what you're taking, how you're feeling. And we as African Americans don't tap into it" (Participant D, personal conversation, June 22, 2013).

Participant E. Participant E had worked seventeen years in the pharmaceutical industry. She had recently changed companies and had been in her current role for less than one year. Her education background included a master's degree in public health. Participant E illustrated four of the seven tenets of transformative leadership. They were acknowledging power and privilege, deconstruction and reconstructing knowledge frames, bringing about change, and demonstrating moral courage and advocacy. Her commitment to these areas was apparent in her account of recruitment activities that targeted qualified African Americans to join a highly scientific area. Participant E also illustrated a commitment to effecting change with a strong commitment to diverse team formation and its associated perspectives. She noted the importance of accuracy and being in compliance, two critical factors related to a research and development function. "We have got to make sure that one plus two equals three at the end of the day. We can't end up with four or two because.... then we won't be in compliance" (Participant E, personal communication, June 24, 2013). She also reported her strong ethical stance causes her to speak up if a situation challenges her values or ethics.

Participant F. Participant F reported seventeen years of experience in the pharmaceutical industry. Her educational background included a master's of business administration degree. Her interview responses illustrated four of the seven tenets. They were acknowledging power and privilege, deconstructing and reconstructing knowledge frames, bringing about change, and demonstrating moral courage and advocacy. Participant F provided a number of examples regarding her commitment to sharing her knowledge with others (both inside and outside of the organization). She recognized the impact of knowledge gaps that can exist for African American communities regarding the pharmaceutical industry and the health care system as a whole, and sought to address them. Internally, she was committed to providing coaching and mentoring to underrepresented groups such as African American women and would, at times, initiate these relationships.

Participant F differentiated her profile with the illustration of tenet five (bringing about change). Interestingly, the examples to support this tenet included not only the recruitment

of diverse employees from external sources, but also her work in mentoring others within the organization. For her, mentoring was seen as a means to facilitate the promotion of diverse candidates to higher levels within the company.

Participant G. Participant G had worked in the pharmaceutical industry for sixteen years. She had been in her current role for five and one half years. In addition to a master's degree in business administration, she also earned a law degree. Participant G illustrated all seven of the tenets of transformative leadership. It is possible that as a senior-level, African American leader, her role positioned her well to impact change and transformation in the broadest sense (inclusive of her work within the company as a leader and outside of the organization through board service). Her commitment to building an organization that incorporated diverse views in decision-making was noteworthy, as well as her passion for fostering African American talent in business and within the pharmaceutical industry in particular.

Participant G's illustration of tenet six (working toward transformation) differentiated her profile from all of the other participants except that of Participant H. In this study, tenet six was illustrated only by Participant G and Participant H.

Participant H. Participant H has worked in the pharmaceutical industry twenty-six and one half years. She had occupied her current role for three years. The highest degree she earned is a master's in public health. Participant H illustrated all seven of the tenets of transformative leadership. Her convictions were strong with respect to educating the organization and advocating for those who are underrepresented. Her examples of leadership in various situations over the course of her career were impactful from both a business and community perspective. She emphasized that the actions she took as a leader had been substantiated not only by data and research, but in many ways had been grounded in her values and ethical points of view.

Importantly, she highlighted her ability to read and understand the interpersonal dynamics of the organization as an important contributor to her success. When asked to describe her leadership experiences as an African American woman leader in the pharmaceutical industry, she offered the image of a hot air balloon:

> *You know, a hot air balloon goes up slowly but it can come down hard if the person's not navigating that balloon; it could be a hard landing…. And the reason, why I described it that way is because the industry has gone through peaks and valleys, which requires a change in one's leadership, depending on who's leading the company (Participant H, personal communication, July 9, 2013)*

Support for Participant H's illustration of all seven tenets was provided in numerous examples related to workforce diversity as well as her input in developing educational and marketing programs targeted to various communities.

In summary, the eight African American women leaders in the pharmaceutical industry included in this study illustrated the individual and collective characteristics of transformative leaders. Each displayed at least four of the seven. The two most senior participants in the sample (Participants G and H) illustrated all seven tenets and were the only participants to illustrate tenet six (working toward transformation — which includes

equity and excellence and highlighting goals that are outside of typical organizational data-driven goals).

Conclusion

By reviewing the experiences of these women in the context of transformative leadership, this study provides examples of transformative leadership in practice in a corporate setting. This evolutionary leadership model may have a high degree of relevance and applicability to the pharmaceutical industry by delineating the material realities and disparities it faces. The tenets of this leadership model may represent important considerations with respect to the leadership approaches for the industry. Tenet seven, in particular, (demonstrating moral courage and activism), which was illustrated by all participants, provides a link to the larger societal benefit which could be associated with developing and marketing medicines as well as the decisions that are made as part of that process. Transformative leadership may also be relevant to discussions of corporate social responsibility. Discussions in this area can include workforce diversity and inclusion, community relations, and targeted promotional practices — all important considerations for this industry.

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