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Editor’s Note
Leading Through Communications

What makes the difference between a good and a truly great leader? One could easily argue that powerful communication skills are the key. As dietitians in business and communications, words are our most powerful tool in leading others to take action. We can’t afford to stand back as effective communicators like Oprah, Dr. Oz, Jillian Michaels and the many other media moguls shape the messaging on nutrition. We must take charge using our communications skills to lead our clients and colleagues toward accurate, effective nutrition messages.

To help you charge forward on this mission two of our newest DBC Board members offer practical, hands-on advice on becoming a great leader through communications and using communications to shape healthy brands. In addition, you will get to know a DBC Board member who has made an exciting career by blending clinical and business skills in a position where her leadership skills have really shone. Speaking of shining – we have been a very busy group! Don’t forget to check out the latest member successes in DBC Movers and Shakers and take a look at what our NYC members have been up to.

Best,
Michelle Gibeault Traub, R.D., Interim Newsletter Editor

Notice anything different?
The DBC Dimensions Newsletter is now exclusively web-based. No more waiting for files to download. Now you can access the latest member news and tips with the quick click of your mouse. If you don’t have time to read newsletter articles right away - no problem – just bookmark them and access them on your schedule through the member’s only section of the Web site under the DBC Communications tab.

Out of the blue!
Watch for words in blue. All of the online articles now offer clickable links and online resources (designated in blue text). So now you can learn as much about a topic as your mouse can take you.
Great Leaders Are Effective Communicators
A Summary of ADA’s Leadership Institute
By Rachel Begun, MS, RD, DBC Secretary

Having food and nutrition expertise makes us valuable. Having powerful communications skills makes us indispensible leaders.

That was the underlying message heard by registered dietitians (RD) attending ADA’s Leadership Institute on June 10-13, 2010. Each session of the Institute targeted a different aspect of improving communications skills to be a more effective leader. The speakers were engaging and entertaining. Their messages empowered us with practical tools to use in our daily lives. Below are seven take-away messages and supporting resources from the Institute that every RD can add to their leadership toolbox.

Great Leaders are Change Agents

Organizations that adapt to change are the ones that succeed. They require leaders that embrace change as an opportunity and have the emotional intelligence and communications skills to move their members from simply complying with change to committing to and embracing it. Robert Harris, an expert in how interpersonal dynamics play out in business settings, shared his Strategic Influencing (4-Box) Model for engaging employees/volunteers and getting them on board to commit to organizational change. For more info, visit www.rhresources.com.

Great Leaders are Brilliandeers

When people understand the direction and see the benefit of change for themselves and the greater good of the company, they are more likely to buy in, engage and share valuable ideas. That is the philosophy of Simon T. Bailey, a popular expert on effecting change. He calls organizational leaders brilliandeers. Instead of shaping and polishing diamonds, they engage and empower their people through brilliant mentoring. To be a great mentor or brilliandeer, it is important to know your core motivators as well as those of your mentees. For tools and resources, visit www.simontbailey.com.

Great Leaders Reach Across the Generations

For the first time in history there are four different generations in the workforce at the same time. Each generation comes with a unique set of expectations, perceptions and motivations. Great leaders understand that each generation approaches the workplace differently as a result of their signposts (events and cultural phenomenon specific to one generation). As a result, they adapt their communications approach accordingly to minimize conflict and maximize the team’s potential. For more information, go to www.meaganjohnson.com.

Great Leaders Have Fierce Conversations

According to Jim Sorensen, “A Fierce Conversation is a conversation in which we come out from behind ourselves, into the conversation, and make it real.” Engaging in a Fierce Conversation is important because it helps to integrate reality, provoke learning, tackle tough challenges and enrich relationships, all of which differentiate a
good boss from a great leader. For more on getting fierce with your communications see http://www.fierceinc.com.

Great Leaders Motivate and Engage Others

A good leader knows her motivational value system and how she approaches and engages in conflict. A great leader gets to know her employees/volunteers’ motivators and adjusts her approach to better manage conflict and improve relationships. Want to learn your key motivators and be able to identify those of your employees? Take the Strength Deployment Inventory by Elias H. Porter, PhD (Personal Strengths Publishing, www.personalstrengths.com). It takes 15 minutes to complete and will change the way you lead.

Great Leaders Are Calm, Confident, Patient and Present

A great leader doesn’t walk into a meeting frazzled from the day’s events. A great leader aspires to be calm, confident, patient and present at all times. To do that, we must say no to the constant insatiability of today’s environment by letting go of the unimportant. It is okay (and necessary) to allow ourselves uncommitted time each day and not feel guilty about it. Doing so makes us better leaders, better friends and better parents.

Great Leaders Foster a “Yes, and...” Culture

Saying “no” to ideas blunts creativity and initiative. Saying “yes, but...” (followed by a reason for no) elicits the same response. A “yes, and...” culture fosters creativity, inclusivity and participation, which, as leaders, is what we all strive for.

I have already implemented many of the great tools from the Leadership Institute and am seeing positive results. Particularly, I am trying hard to let go of the unimportant, saying no more often and allowing myself more uncommitted time each day. While I felt guilty and even anxious at first, I have found that I am more present to the people and circumstances that are most important to me. I may be doing less “stuff” over the course of the day, but I am achieving far more.

If you are interested in attending next year’s ADA Leadership Institute, contact the Professional Development Committee at www.eatright.org.

Rachel Begun, MS, RD is a food and nutrition communications consultant and incumbent Secretary for DBC. She provides marketing and communications expertise to the food industry as well as educates the public and media. You can follow Rachel on her blog, The Gluten Free RD and on Twitter @RachelBegunRD.
Maximizing the Nutrition Message
Communication Strategies for Shaping Healthy Brands
by Jill Jayne, MS, RD, DBC Marketing & Communications Chair

My name is Jill Jayne. But, if I’ve done my job correctly, you know me by another title – The Rockstar Nutritionist. As a dietitian who uses music to teach nutrition, my identity is clear and memorable. That is the power of branding. Although we tend to see brands in a negative light – to sell us products or simply increase a company’s profits – brands are actually very effective communication tools that can impact positive change. After all, even the title Registered Dietitian immediately brands you as a “nutrition expert.” While food companies do widely use branding as a way to increase sales, when dietitians partner with these companies we often have a slightly different agenda – improving the health of the nation. By using our expertise and communication skills effectively, we have the power to shape nutrition messaging and promote healthier product development. The following tips showcase how dietitians can champion health, while shaping brands through effective communications.

Start With Science

Every good branding campaign starts with knowledge. You must know the science and the audience. Kate Wilson, RD, knows this firsthand, as an assistant account executive at Ketchum (a PR agency specializing in food brands). She recommends story angles to the media based on the science behind the products with which she works. “The science provides the reason why the product deserves the attention,” explains Kate.

Be Inquisitive

Sometimes a dietitian’s most important role is asking companies the right questions. The Nutrition Twins®, Tammy and Lyssie Lakatos, RD, CFT, do this in order to help the companies they work with understand how their target demographic might react to nutrition information or product qualities. They pose questions like, “Are whole grains important to your consumers? Will they be interested in reducing their risk for heart disease?” Since dietitians understand consumer behavior, we are able to not only uncover research, but also make it relevant.

Influence Product Development

Have you checked the ingredient list on your cereals lately? Sugar has slowly moved from the first to the second ingredient over the last few years. As consumers look for healthier, higher quality foods, companies seek the assistance of dietitians in developing these products. Penny Clark, MS, RD, a consultant at Unilever, and Gina Ruskie, RD, a dietitian at Unilever, work with products that meet “vitality” positioning including Lipton® Tea and Promise® Buttery Spread. Gina also works with individual brands to advise them on the nutrition benchmarks to follow when reformulating existing products and developing new products. Dietitians at Unilever have been leading key programs such as its Nutrition Enhancement Program, designed to reduce sodium, sugar, trans fats and saturated fat in their products around the world.
Build Brand Identity

Good branding doesn’t only exist in large corporations, or with expansive media campaigns. Marsha Diamond, MA, RD describes good branding by what it’s not; “A brand is not your name or your logo. It is not how large or small you are in the industry. It is a desirable idea that manifests itself in the positive, and enhances experiences, products, or services that you are giving to the customer.” When Marsha advises companies on building their brand she stresses the need to “meet a need, not just make a widget.” A carefully-planned, deliberate beginning, followed by a consistent and clear message, builds a strong brand identity.

Nurture Your Brand

“Nestlé is more than chocolate and ice cream,” exclaims Karen Payne, MS, RD, Region Sales Manager with Nestlé HealthCare Nutrition. While many companies are shaping their brands from the ground up, companies like Nestlé Nutrition are trying to redefine their already well established brand, proof that dietitians are needed throughout a brand’s life cycle. With acquisitions over the years, Nestlé Nutrition now owns numerous nutrition-oriented brands including Gerber, Carnation Instant Breakfast, tube feeding formulas, oral supplements, and medical foods for healthcare facilities. They utilize dietitians like Karen in not just shaping their brands, but in essence their entire business.

Make It Memorable

Getting people to notice nutrition often requires a great deal of creativity. Consumers are looking to be entertained. So, dietitians must combine fun and excitement, while still maintaining scientific accuracy. Liz D’Alto, RD understands this challenge. When she worked as Ellie Kreiger’s assistant on Food Network’s Healthy Appetite, Liz found that even when they thought they had devised the most exciting way to say something, the producers would continue to say ‘make it pop!’ She notes that even viewers of a health-focused show want food that is decadent. So, they used subtle techniques like adding a small amount of butter at the end of a recipe, so viewers felt they were being indulged.

Use the Right Tools

Food companies promote their nutrition messages through a variety of outlets including educational sessions, direct product mailers, and online resources. Savvy dietitians can play a vital role in developing those messages by becoming proficient with all the latest communication tools. Some of the hottest tools today include Web sites, Webinars, Blogs, Social Media Accounts like Facebook and Twitter, online press release services like PRWeb and PRNewswire, and even essential presentation tools like PowerPoint.

Ultimately companies know that dietitians are influencers. Patients, consumers, and members of the media look to us for reliable nutrition information. By combining our scientific knowledge and our consumer insight, we not only have the power to shape the products and brands of the companies we work with, we also have the power to change the health of consumers and the state of the food industry overall.
Branding Resources:
Building Your Personal Brand by Blogging by Janet Helm, MS, RD (DBC Dimensions, Winter 2010)
Obsessive Branding Disorder by Lucas Conley
Switch by Chip and Dan Heath
Wired to Care by Dev Patnaik
Made to Stick by Chip and Dan Heath
Advertising Age (Trade Magazine/RSS feed) http://adage.com/
AdWeek (Trade Magazine/RSS feed) http://www.adweek.com/aw/index.jsp

Jill Jayne, MS, RD, is the country’s only Rockstar Nutritionist. As president and creative director of Note to Health, Jill fuses her credentials as a registered dietitian with her experience as a musician to make health rock. Her flagship production, Jump with Jill, has been performed for over 100,000 kids nationwide. Visit www.jumpwithjill.com to learn more about the show and the music. Jill is also the Marketing & Communications Chair for DBC. Contact her at jilljayne@notetohealth.com
Member Spotlight: Laura Last, MBA, MA, RD, LD – DBC’s Education Team Chair
Powered By Passion - Blending Clinical and Business Skills into a Dynamic Career
By Karen Payne, MS, RD, DBC’s Past Chair

Laura Last has had no problem satisfying both her passion for nutrition science and that for business entrepreneurship. She has been a practicing RD for the past 18 years, calling on both clinical and business skills as she shaped her career. None of it was by accident. Laura set out early on in her dietetics career path knowing exactly what she wanted to do. It’s no surprise to her that she is where she is now – in a position that’s an excellent fit for her combined skills.

Seeking a Different Kind of Drug Company

Laura currently works with Amgen, Inc. as a Corporate Field Trainer. Amgen is the world’s largest biotechnology company, based in Thousand Oaks, CA. You may know of Amgen as just one of a few large pharmaceutical companies in the competitive healthcare sales arena. Laura is quick to explain, however, that Amgen is more than just a drug company. Their primary objective is to study the bio-science of disease, and to develop injectable medications by using large protein molecules that emulate the body’s biology to treat disease at its core. Pharmaceuticals, on the other hand, are often synthetically derived, using small chemical molecules, which are typically designed to alter the body’s reaction to the disease. This difference between “pharma” and “biotech” was a key factor in Laura’s decision to work for Amgen. She was drawn to the science behind biotechnology – in very much the same way she was drawn to the science behind nutrition and dietetics when she chose to become an RD.

Setting Her Sites on Medical Sales

Prior to her promotion to Corporate Field Trainer a little over a year ago, Laura spent 2-1/2 years as a field sales rep for Amgen. But, that wasn’t Laura’s first sales rodeo! From 1998-2005 she worked in the sales division of Novartis Nutrition (4 of those years were spent in the Sales Training Department). When Laura was just a young intern in Kansas, she was especially impressed by the sales reps from Sandoz (Novartis), Abbott, Mead Johnson and Clintec (Nestle) who called on the healthcare facilities where she was training. She set her sights on being a medical nutrition sales rep, and in doing so, she spent her first six years as an RD working in more traditional clinical and management jobs in all segments of healthcare – acute care, long term care and home care. She knew that in order to be an effective medical sales rep, she needed this institutional experience.

Putting It All Together

It is the ebbing and flowing between clinical and business practice that keeps Laura clinically sharp and helps ground her. She has seen firsthand how devastating the effects of chronic disease can be, and how medications can truly help people. Laura has spent the last several weeks training the Amgen sales force about the launch of its newest FDA-approved drug, Prolia, for the treatment of osteoporosis. This drug, Laura says, is the reason she chose to work for Amgen (Prolia has been in development for 15 years).
Satisfying an Appetite for Knowledge

Laura’s passion for nutrition science and business entrepreneurship is matched by her passion to teach and to learn. That is why she has returned to a position as a sales trainer. It is also what drew her to DBC. She craves knowledge, both learning from and teaching others. She saw DBC as an opportunity to hone her business skills and to be surrounded by others who share similar experiences. Her current role as DBC’s Education Team Chair is a great fit for Laura’s interests and skills, and the DBC Membership will benefit from her creative and high caliber approach to teaching professionals.

Laura’s Tips for Business Success

Based on her varied work and life experiences, Laura offers the following advice for young dietetics professionals who are intrigued by a business career path:

• **Pay your dues.** Don’t shy away from working in the trenches in patient care, institutional management, or community outreach. Those experiences will make you the “expert” that companies are seeking when they see the “RD” behind your name. Even Laura’s early LTC consulting work was considered a plus in the eyes of her first sales manager. It showed him that she was a self-starter, and that she had the ability to organize and prioritize her work independently.

• **Sometimes you have to take a step back in order to move forward.** Laura did this when she left her position as the Director of the Health Risk Management for Novartis Nutrition to move back home to Kansas City. Her first following that move was as a District Manager for Sanofi-Aventis. However, a corporate restructure led her to leave that job after only a year. At which point she tried some entrepreneurial ventures that ultimately left her feeling “a bit lost.” When she decided to take another field sales position, this time with Amgen, she saw it as an opportunity to grow with a company she could believe in, and call home again (much as she had felt at Novartis). She calls the training position she is now in “a perfect fit, all around.”

• **Never see yourself as above something, or someone. Take every experience and learn from it.** Laura has had to remind herself of this many times throughout her career, especially during the many different management courses she’s been through in spite of having managed people for much of her 18 years of work. “Every company needs you to see things from their perspective – that’s understandable. The message here is that there is always something new you can learn to make you better at what you do, no matter how much experience you have,” notes Last.

• **Always have a mentor. Utilize the people around you, as they will always be influential.** Laura speaks highly of her first influential Sales Manager at Novartis, Mike Bartola, and how he helped her transition from clinician to businesswoman. She also beams about her long time friend and
RD-colleague, Kristina Frank (now working for Amgen Oncology in Portland, OR), and the influence Kristina had on Laura’s initial career choices – from getting her Master’s degree to encouraging her to take on a sales position at Novartis, where they worked together for a few years. And now, with Laura in the training position at Amgen, the mentor-mentee relationship is reversed, and Kristina looks to Laura for career guidance and advice, now, as well.

- **Diversify yourself. Always have a ‘Plan B’**. Laura demonstrates this by continuing to do nutrition consulting and by writing menus for Wichita Senior Services. She has also dabbled (for pay!) in the fitness industry over the years, teaching six yoga classes each week. She even developed a “yoga for golfers” course at her husband’s golf club.

Laura’s career success is a testament to what hard work, careful planning and loads of passion can lead to. She looks forward to continuing to use her education, sales and business skills to make strides in the biotech arena.

*Laura lives in Shawnee, Kansas with her husband Chad, their 7-year-old son Hayden, and their two dogs. She is an avid yogi, and loves to travel with her family. This summer they are taking a Mediterranean Cruise to celebrate her 40th birthday and their 12th wedding anniversary. You can reach Laura at lastmail04@yahoo.com if you are interested in helping her with DBC’s 2010-2011 education initiatives!*

Karen Payne is has been a practicing clinician and business woman in the field of nutrition and dietetics for 17 years. In her current role as part of the West Coast sales management team at Nestle HealthCare Nutrition, she is a strong advocate of hiring RD’s into sales positions and cultivating their business acumen. An active member of ADA, Karen served as the State Legislative Chair and State President while living in Colorado, and more recently as Treasurer of the DBC before serving as Chair-Elect/Chair from 2008-2010. This year she was also appointed to the Board for Washington State Dietetic Association as the 2011 Convention Chair.
DBC Movers and Shakers

We all know how active DBC members are! Here are a just few of our latest successes.

**Elizabeth M. Ward, M.S., R.D.**
Liz was on the Today Show on June 8 discussing healthy snacks for kids. She featured snacks that combine protein and carbohydrate to take to school, to have after school, and to have at night.

**Rita Grandgenett, MS, RD**
Rita is now serving a three-year term on the ADA Nominating Committee. She just finished a review of four booklets that are part of the *Today’s Healthy Lifestyle Handout Series for Baby Boomers* published by the Journal of Nutrition Education and Behavior. Rita also coauthored with Doris Derelian an article entitled “Ethics in Action -- Business Practice” that will be published in the July issue of the Journal of The American Dietetic Association. In addition, she was also recently invited to serve on the California Raisin Marketing Board - Scientific Nutrition Research Panel.

**Michelle Dudash, RD, CD**
Michelle was named as part of “The Grow Dozen: 12 Alumni who are making a difference in nutrition,” in a recent issue of Grow, the University of Wisconsin-Madison’s magazine for the life sciences. She is thrilled to announce that she is also now the official health expert for SheKnows, where she writes monthly articles on healthy eating and fitness. As the president of Chef Dudash Nutrition, a nutrition and culinary consulting firm based in Phoenix, she specializes in nutrition communications, nutrition analysis, and healthy recipe development.

**Jaime Schwartz, MS, RD**
Jaime has been promoted to vice president, account supervisor at Ketchum PR. During her 4½ years at the agency, she has led the professional education activities for food companies and commodity boards, helping to create valuable educational opportunities, including symposiums and webinars, for RDs and other health professionals. One of her teams’ programs recently won a Silver Anvil award, considered to be the “Oscars” of the PR industry. Jaime was named the 2009 Young Dietitian of the Year by the New Jersey Dietetic Association. She can be reached at Jaime.schwartz@ketchum.com and @JaimeSchwartzRD.

**If you would like to share your successes, send them the Newsletter Editor.**
The DBC Hits NYC
Networking dinner combines business with pleasure

On June 23, DBC members from New York and New Jersey met for dinner at New York City restaurant Naples 45. Over a delicious meal, old friends were reacquainted, new connections were made and faces were matched with names...as well as Twitter handles! Throughout the evening, conversations among the group spanned across different topics - career news and updates, advice for recent graduates, projects in the works, and how to get more involved in DBC. In true fashion of the multi-tasking mindset common among DBC members, Jill Jayne arrived with a list of interview questions for her article "Maximizing the Nutrition Message." We ended the evening by swapping business cards and brainstorming ideas for future local networking events. A special thanks to Ilene Smith, MS, RD, for planning the dinner, although she was not able to attend at the last minute.

*Photo and write up courtesy of Jaime Schwartz, MS, RD*

DBC Members are all smiles at a networking dinner in New York City on June 23:

Front Row (L to R):
Delia Hammock, Gina Ruskie, Jaime Schwartz, Bonnie Taub-Dix

Back Row (L to R):
Lindsey Toth, Jill Jayne, Marsha Diamond, Kate Wilson, Dorothy Shaver, Brian Dineen, Karolina Starczak, Yusie Kim, Penny Clark, Andrea Cohen, Jessica Levinson, Liz D'Alto