



WOMEN IN LIFE SCIENCES SERIES, A CONVERSATION WITH TAMMY GULD

AUDIO TRANSCRIPT

INTRODUCTION: *You're listening to the Accenture Women in Life Sciences Series Podcast. In today's episode, Nicole Cohen, Managing Director of Accenture Global Life Sciences, sat down for a conversation with Tammy Gould. Tammy is the global team lead for Janssen Clinical Innovation, who was recently recognized as a change agent on the Pharma Voice 100 list. She shared some of her experiences, including how she uses her triathlon training to help navigate both her professional and personal life.*

Nicole Cohen: In the workplace, it's so important that we consider which and how to bring in applicable lessons from our personal experiences outside the workplace. If applicable, relevant, these lessons have the potential to help us to be better workers, leaders, colleagues, teammates, people, often shaping who we are and instrumental to our professional success.

With that, I'd like to introduce Tammy Gould, a creative, strategic, forward-thinking leader in the Life Sciences industry, to share some of her stories and inspiring lessons. Tammy, thank you for sitting down with me today – virtually sitting down with me today – how are you?

Tammy Gould: Doing well, thank you. Thank you for the invitation, Nicole. It's a pleasure to be with you today.

Nicole Cohen: I'm so glad you're here. To get started I want to say first of all, congratulations. Tammy was recently recognized as a change agent on the Pharma Voice 100 list. Can you tell us a bit about your career journey, what you're doing today, and, specifically, what this achievement means to you?

Tammy Gould: Absolutely. So, my role today in a pharmaceutical company, which is Janssen, is to lead their clinical innovation team. And this is a small group of ring-fenced innovators who are looking to disrupt the way that we run our clinical trials today. And that means we're looking at new technologies, new ways of working – just trying to really rip up the original infrastructure and railroad ties of the traditional ways that things have been done for the last 30 years.

In my role – and really the recognition of this award is really supports the fact that I can bring that platform to the team. So, for me, it's not a recognition about myself. It's a recognition for all of the team's work and what they have done because it is their, grit and determination, their resiliency, that forges demonstration pilots into scale up projects across our clinical operations environment. I'm just lucky enough to really provide them the resources and the platform to do that.



Nicole Cohen: And as the leader of this great team, how do you approach your leadership style?

Tammy Gould: So, not only with this team, but in all of the roles that I have had across pharma industry (which, by the way, hasn't always been in innovation)...based on what I'm about to share with you about my leadership style has enabled me the opportunity to actually work in many different areas across the R&D space. So, those styles and characteristics are things like being incredibly transparent and authentic when you bring yourself to work every day. And having a very consistent leadership style is really important for the team. So, for the team to understand who you are and why you are that way. Why do I make the decisions that I do based on the data that I have at hand? It just helps them be more successful in our team environment and in our organization.

I try to empower the group as much as possible and trust everybody, so they have a real true range of freedom to innovate, to ideate. I see my role as really making sure that we can balance that head in the clouds and the feet on the ground when it comes to innovation, and what we're working on is truly something that can bring value to clinical operations.

So, I know for me, again, I think some of the strengths that I bring in particular to this innovation atmosphere and ecosystem are the ability to be calm, and very resilient, under very stressful and pressure situations at times, and also to be courageous. So, this is a space where you have to be very comfortable with taking risk and encourage your team to take risks and celebrate those failures. And to know that I've got their back. So, they're out on a limb pushing the boundaries, working across areas. How might we do this now, because it's never been done before? So, I really see a lot of the characteristics of my leadership style being applicable in many of the areas that I've worked, but also in my personal life as well.

Nicole Cohen: So, let's talk a little bit about your personal life. Well, I'll limit it to the fact that – if folks got a chance to read the article or know you at all – they'll know you are a triathlete. What got you into that? Let's get started with that, well, maybe what it is. Maybe some folks who are who are listening or reading or watching would benefit from hearing what it is and how you got started.

Tammy Gould: So, some people think about their exercise routine as work and I think about my triathlon career is just a part of who I am as a person. So, triathlon can take the shape of a swim, bike, run. But also when people think triathlons, some people automatically think of an Ironman distance triathlon, and triathlons can actually be very short distance races, they can be medium distance race, and they can be a very long distance race.

So, you start with the swimming portion, you hop on your bike for a distance, usually that's the longest portion of the race, and then you end up finishing off with a run. And the entire event itself is called the triathlon. And, for me, I spent my childhood in a sport that required a lot of discipline. And I think that definitely had a tremendous impact on how I found myself with 20 plus years of racing triathlons – and that sport was gymnastics. So, you could probably quickly see the connection of where some of the discipline and the commitment came in my life and made for a really easy transition.

As a kid, I love to be on my bike, though. I mean, I was one of those, renegades around the neighborhood. We were constantly on a 10-speed somewhere or getting from place to place by bike. There's just a sense of freedom for being on your bike and seeing places and being able to cycle with people. That's a really awesome feeling for me to just be sharing those new experiences in those places – and the challenges of the road and the challenges of the hills. And it kind of resonates with life as a journey for me. Cycling is always just a part of that, that journey. And it's just really kind of a special place for me personally, actually.



Nicole Cohen: So, what led you to not just be a cyclist, led you to this triathlon world?

Tammy Gould: So, there's a combination of things that happened. When I stopped doing gymnastics, I found myself with a lot of time actually. So, I started running first and it only took one small short running injury to find myself in swimming pool to do some cross training. And before I knew it, it was like, wow, I'm actually swimming, biking and running – there is this triathlon thing, I should give it a try. And no sooner than doing the first one, I found myself just sort of addicted to some of that adrenaline, perhaps, of being in the race and, and just the challenge of pushing yourself. It's just yourself and the clock, it's really nothing else in there. So, it's a personal competition, if you will, and it's just a chance to test your own limits and your own boundaries and that became exciting for me.

Nicole Cohen: What lessons from being that type of an athlete do you take into the workplace?

Tammy Gould: So, some of those leadership characteristics I mentioned before also kind of play in here. But, it is that kind of commitment and consistency that you have to show up with to your sport, but then also to your work environment. And it certainly teaches you goals, and long range goals. There is very structured training that has to happen just as much as you would build out a project plan or a longer term goal in the workplace, and how you set yourself up with milestones and checkpoints along the way in some of those micro environments to reach that, that long term goal.

So, particularly if it's an Ironman event, if you're doing the full distance Ironman, which is a 2.4-mile swim, 112-mile bike, followed by a marathon, that takes a year of training. So, for many of us that's a long game. For myself, even certain qualifying events in the sport are happening next year, so you're even thinking a year in advance about that training.

So, I think very early on that goal oriented mindset, and that discipline on how will you achieve those goals was something that was incredibly transferable to the workplace. And it was ingrained in me from very early on. There's also lessons around the learning nature of the sport and trying different things, trying little micro experiments to see what the outcome is. And that resonates really well with the workplace and how we grow and develop over the years working and being curious in new environments, and moving from one area of the business to another. You're going to feel very uncomfortable. And, like training, there are times where you have to push through comfortably uncomfortable.

If you're working through a hard set in on the bike or the run and you're at your threshold, and you're feeling very uncomfortable, that's a growth moment for you. So, those same moments when you're giving a really tough presentation, or you feel like you're up in front of a senior leader giving a really important pitch on a business value. There are things in your mind that send you back to those accomplishments that you've had in your personal life that are the same, they really are the same. And it's important for people to think about them as the same and that you are you really exercising your brain to get comfortable just as much in the workplace as you are in your personal life.

Nicole Cohen: And I guess the question is, in your triathlon world, how do you view the role of coaches and mentors, or colleagues who are championing that type of community and the importance of that surrounding a person as it would in the workplace?

Tammy Gould: So, I'll talk to the coach as well as the network, because it's, again, another really similar type of environment of how you gain perspectives and leverage expertise of individuals around you. It's no different in the workplace versus the sport. I'll start with a coach, though.



For me, a coach and a mentor is incredibly important to get that ongoing feedback and to help you push yourself to limits that you thought perhaps were not achievable on your own, and to help partner through developing that roadmap on how to get there. So, that could certainly come from a mentor in the workplace or a formal coach in the workplace.

I like to change my coach every two to three years, just to get that different adaptation, the different viewpoints on training elements and what that might do for me personally. And I also find myself in the workplace doing the same thing. So, I get a little itchy and scratchy after two and a half, three years being in a role. I'm curious to learn from other people and learn different parts of the organization and change my role and become, uncomfortable again, and in developing myself and learning from others.

So, to the network portion of this, there's an entire network of people who can support you from your athletic career and you have to leverage it. It's the same the same in our working environment. There's definitely a really important role of having some sort of coach in your life, or multiple coaches in your life, and different portions of your life.

Nicole Cohen: I want to test a couple of thoughts with you now. Again, exploring the similarities or differences between the life of a triathlete, the life of a business leader as a woman. And so do you see any similarities there in the workplace? Certainly, there's an increased focus on the importance of inclusion diversity, full stop. I'm just curious your thoughts on the similarities between those two worlds.

Tammy Gould: Triathlon does also tend to be a bit more male dominant. We have a saying when there's a female that is in the middle of a race, and they pass a male, we say that the guy's gotten "chicked," which is good. And so you feel really proud. And when you're like, "Oh, I chicked 12 people on the bike, and then I chicked another five on the, on the run," or what have you – it's probably not as exciting for the guys in the race – but nonetheless, you feel you feel pretty proud.

But, there's a level playing field, from a triathlon perspective. Everybody has their own journey, their own race, their own training. And, in my mind, the hardest part is getting to the start line. Then you can just enjoy the challenge of what it is. And the workplace is a little bit of the same, ensuring that you can get to that start line, right? Ensuring that you have an equal opportunity to demonstrate your strengths.

I do see the ability of sports growing your confidence and being able to carry yourself in the workplace. That definitely has helped and has at least had an impact on myself, personally. Anytime I, I need to show up on a given day and am feeling a little bit uncomfortable, I absolutely have to get that workout in in the morning. So, for some people, it's having a cup of coffee. For me, I have to have that good training session. Sometimes it has to happen at 4:30 in the morning, in order to fit that into the schedule – and that's just how crazy athletes sometimes function – but I'm also a wife and a mom. So, we've got other things that I need to balance in my day. So, having that early commitment helps, helps me bring that best self to work. But, that the sport has really helped with the confidence of ensuring that you're considering your experiences regardless of gender or how you showing up in the workplace.

Nicole Cohen: You lead to a good question. So, being a leader, a change agent, a wife, a mom – I'm sure a friend – the list goes on and on. How do you fit in this type of a commitment in your in your life and your week?

Tammy Gould: It's about having conversations with the people in your life that you love about your values and our values as a family and what's important to my husband and my two daughters. And just being really transparent about those long term goals and what we might need in in short term.



I have a really good support structure and try to work through those communications. I have to say it's been a bit off balance being stuck at home during the pandemic, certainly gotten some feedback from my kids the last few weeks that all I do is work. I was like, "Okay, this is valid feedback." And so I'm trying to make some adjustments to that. But it is a matter of getting up early and getting it in, having that commitment to yourself, and part of it is doing something for yourself first.

Taking care of so many people require so much of you throughout your day, whether it's your children, your team at work, your spouse, your partner at home, your dogs, your cats, everybody's asking of you and asking more and more. So, doing that first thing in the morning commitment, have something for yourself is really rewarding and energizing for the entire day.

Nicole Cohen: It's a great point. And people sometimes will say, I'm not a morning person. But, honestly that time before you start your day is like gold, however you choose to use it. Some people are like you, they're out the door, they're on a bike, they move, move, move. Some people use that time to meditate or work on a project that is important to them or on their house or in their yard. I think it's a great piece of advice: how you are using that time so that you feel great the rest of your day no matter how you choose to use it.

Tammy Gould: Exactly.

Nicole Cohen: And finally, I wanted to bring it all together in the way we started. Celebrating you as a change agent, leading this incredible team around innovation and recognizing that. So, first and foremost, I would say in almost everything we do right now we're all innovating, we're trying to work in the new, succeed in the new. And so the question is, if you were to leave folks with a few pieces of advice from your triathlon experiences: *how can folks really apply that to being and bringing the most innovative parts of themselves into the work they do?*

Tammy Gould: I think you don't have to make it complicated. It doesn't have to be big, it doesn't have to be super shiny, it doesn't have to be super sexy. Innovation comes in very small packets. It can affect one very important piece of a process. And you don't have to think it's such a grand scale. If you're adding value by changing the way that we're doing things, you're thinking of innovative approaches to your work, try those micro experiments, see what the outcome is – just make sure somebody has your back. And usually, if you ask, they do or maybe they already do.

You have to be able to take a risk. Every time we step out of our home, we take a risk and you have to be able to learn from every experience that you have. And ask yourself, *what what did I do well in this and what have I learned from this?* So, try to pull away from any kind of fixed mindset and move yourself to that that growth mindset because there is something to be learned in every project, all of our encounters, all of our experiences.

Be forgiving and understanding of yourself. We're social beings, we're learning beings, were curious people. So, you definitely have the ability to innovate. I think people have it in them, but they might not think they have it in them. Ideas, they start somewhere and they build. So, don't have that fear of, "Oh, it's got to be y completely perfect and polished by the time I throw something out there." It's really just a matter of planting a seed and then other people add on to it and another person adds on to it. And before you know it, you've built something and you have something that's really transformative in the end.

So, believe in yourself and certainly don't give up. Remember that you are growing when you're a little bit uncomfortable and you have to get to that place of being comfortably uncomfortable.



Nicole Cohen: Well, thank you so much, Tammy, for chatting with me today and sharing your stories and insights and lessons: consistency, dedication, curiosity, believe in yourself, take the time for yourself. All very inspiring and back to where we started. We're looking for how do we get inspired by people doing great things, and you're definitely one of those people. So, congratulations again on the honor of being a change agent. You certainly are an inspiring person altogether. And talk to you soon.

Tammy Gould: Thanks. Thanks, Nicole, it was great to be here with you. Bye, everyone.

Nicole Cohen: Bye!

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