



Ruth A. Dubinsky
President
4 Mercer Hill Road
Ambler, PA 19002
dubin.clarity@verizon.net
Phone: 215 646-4382
Fax: 215 643-1638



Ruth Dubinsky, MS founder of Clarity Consulting, Inc. works with pharmaceutical, biotech, device and CRO clients, specializing in team dynamics. A former bench scientist, drug developer and clinical researcher, she brings over 30 years of industry experience to her consulting practice.

PROFILE

An educator, researcher and team coach, Ruth understands the unique challenges and intense pressure on global, matrix pharma teams. Her work focuses on helping teams assess and recover from breakdowns, deal with inevitable conflict, make better, faster decisions – and accelerate their work. Teams walk away with clarity about what they can do differently – both behaviorally and operationally – that will have meaningful impact on moving their product through the pipeline.

Co-leader and author of a research study designed to identify specific behaviors and strategies of the highest performing teams. The study characterized drivers of top team performance, and was published in the Organization Development Journal, Summer 2007.

Experienced in building a team-based infrastructure from the ground up, she also works with organizations who wish to build an environment that will support and nurture top team performance. She's led the development of the requisite team structures, governance, roles and competencies needed by management, team leaders and team members.

AREAS OF STRENGTH

- Expert consulting, coaching and facilitation skills for groups, teams and organizations
- Application of research driven tools, techniques and measurements to help teams and departments
 - Diagnose issues and assess needs
 - Problem solve
 - Align goals with organizational objectives
- Strong platform skills - experienced facilitator and instructional designer

CAREER HISTORY

2006	Clarity Consulting, Inc., President
2004	Johnson and Johnson - Centocor R&D Inc., Director, <i>R&D Organization Development</i>
2001	Johnson and Johnson - Centocor, R&D Inc. Associate Director, <i>Strategic Team Development</i>
1998	Johnson and Johnson - Janssen Research Foundation, Assistant Director, <i>JRF Training and Development</i>
1994	Johnson and Johnson - Janssen Research Foundation, Sr. Manager, <i>R&D Learning Support</i>
1973 – 1994	Johnson and Johnson – Various roles across J&J in the areas of research, drug development, and pharmacology of the central nervous system

CAREER HIGHLIGHTS

2006 – Present Clarity Consulting, founder and principal

- Formation of Clarity Consulting, Inc. providing customized research-based solutions for leaders, teams and coaches and managers at all levels.

2004-2006 Centocor Research & Development, Inc - *R&D Organizational Development, R&D Human Resources Director*

- Talent development within R&D, including strategies for executive leadership development and acceleration. Strategic planning to align line function team goals with organizational business priorities. Behavioral team competency model development and implementation. Evaluate, procure and facilitate executive leadership programs for R&D senior management. Led change implementation, including engagement of executive sponsorship and creation of sponsorship charter, defined business case for change and translated into what it meant for employees, evaluated organizational readiness for the change, developed reinforcement strategy, built and delivered on communication strategy, monitored implementation success.
- Co-led a research study between four J&J companies within the Medicines and Nutritionals sector to identify the differentiating behaviors and drivers of team performance. The research study resulted in three calibrated instruments for team performance and effectiveness, over twenty electronic team tools, and the establishment of an enterprise-wide J&J School of Team Development. The research study was recognized across Johnson & Johnson as “cutting edge” and was implemented as an enabling practice for teamwork and collaboration across R&D. Received Johnson & Johnson Standards of Leadership award.

2001 – Centocor, Inc *Strategic Team Development, Associate Director*

- Led the development and implementation of a behavioral based team competency model, designed with a focus on teamwork and collaboration. Launched comprehensive training program for line managers, team leaders and team members designed to provide a clear framework for roles and boundaries, governance and team lifecycle development.
- Designed and implemented a performance system to evaluate individuals as well as intact teams against a team-based competency model. The program greatly increased the capability of employees to provide each other with direct, actionable feedback. Examined two years of Team Success Profile results against year end performance reviews and found TSP results to be predictive of year end performance ratings.

1994 - 2001 Janssen Research Foundation – JRF Training and Development / R&D Learning Support Assistant Director/ Sr. Manager

- Developed Training Needs Analysis to identify competency and skill gaps for executive level global product teams. Built and implemented curriculum to train teams in budget and financial planning, project management and drug development, Health Care Compliance and Good Clinical Practices.
- Designed, accredited, and facilitated experiential Clinical Protocol Simulation workshops for study investigator MDs and nurses. These highly participatory workshops increased the quality of incoming clinical trial data. The American Nurses Assoc accredited attendees 13 CMEs.
- Co-developed workshops to address global issues, such as intercultural differences, and the complexity of drug development in a global market. Implementation of the program accelerated the launch of global teams and departments. Received Johnson & Johnson Achievement Award.
- Key contributor and facilitator for J&J enterprise-wide training programs:
 - Living the Credo Workshop. The program increased awareness and application of the J&J Credo.
 - Ethical Challenges in Pharmaceutical Medicine. The program was launched in Europe, Asia, South America and the US to introduce and apply J&J's Ethical Code of Conduct
 - The Pharmaceutical Industry - An inside look at the Drug Approval Process. Designed for employees new to the industry, the program received the highest ratings of the entire J&J Consortium

1973-1994 - Janssen Research Foundation, Immunobiology Research Institute/ Ortho Pharmaceuticals/ Ortho Diagnostics - Conducted basic and applied pharmaceutical research studies. Oversight of clinical trials in the areas of CNS, dermatology, GI, HIV and oncology.

EDUCATION

- 2005 – Masters of Science, Organizational Development and Psychology, St. Joseph's University, with Training and Development minor
- 1997 - Bachelors of Arts, Humanities, with Biology minor – Fairleigh Dickinson University
- 1989 – Associate of Science, Biology - Raritan Valley Community College

INVITED SPEAKING ENGAGEMENTS

- 2009 – University of California, American Course on Drug Development Pharma Team Dynamics
- 2009 - Jefferson University, Accelerating the Performance of Pharmaceutical Cross Functional Teams
- 2008 – Jefferson University Accelerating the Performance of Pharmaceutical Cross Functional Teams
- 2008 – DIA, Boston MA- Using Relationship Management Tools to Improve Project Results
- 2007 – Knowledge Management Network, Horsham – Accelerating Team Performance
- 2007 – ASTD Philadelphia – There's Nothing Soft About Teamwork!
- 2007 – ACRP Seattle Improving Site Performance through Intentional Relationship Building
- 2006 – Jefferson University Accelerating the Performance of Pharmaceutical Cross Functional Teams
- 2006 – Saint Joseph's University The Emotional Intelligence of Teams
- 2005 – New Jersey Organizational Development Summit Team Research and Development within J&J
- 2003 – Temple University, PA Ethical Decision Making in Pharmaceutical Medicine
- 2001 – DIA Baltimore, MD - Making Your Change Initiative Stick!
- 1999 – DIA Baltimore, MD Maximizing Site Performance through Creative Training Techniques
- 1997 – Barnett/Parexel Durham NC Creating Novel Approaches to Investigative Site Training

PROFESSIONAL DEVELOPMENT

- 2008 – Highlands Company – Future Directions
- 2008 Merck – Enabling Successful Change Agents
- 2008 Highlands Company - Transitions and Turning Points
- 2007 Highlands Company – Team Building, using The Highland Ability Battery
- 2007 Leadership IQ – Speaking the Truth
- 2006 The Highland Ability Battery - *Certification*
- 2005 Managing Difficult Business Conversations - Harvard Law School of Negotiation
- 2004 Extraordinary Facilitation – Creative Resource Development
- 2004 Organizational Team Process – ITAP International - *Certification*
- 2003 Accelerating Implementation Methodology – AIM Consulting Group – *Accreditation*
- 2002 Constructive Contention – Bay Group International
- 2001 Sustaining and Maintaining High Performance Teams - NTL
- 2001 Breakthrough Thinking – High Performance Consulting
- 1999 Standards of Leadership - JRF Human Resources and J&J Learning Services
- 1997 Marketing Your Training Internally – Langevin Learning Center
- 1997 Seven Habits of Highly Effective People– Stephen Covey
- 1996 Training for Impact – Creative Training Techniques
- 1995 Train the Trainer - Creative Training Techniques
- 1994 How to Conduct an Effective Training Needs – Langevin Learning Center

ORGANIZATION DEVELOPMENT RESEARCH PUBLICATIONS

- Summer 2007, (Vol 25: Number 2) Organization Development Journal “What Makes Good Team Work Better: Research-Based Strategies That Distinguish Top-Performing Cross-Functional Drug Development Teams”
N. Company, R. Dubinsky, V. Druskat, M.Mangino, E.Flynn

AFFILIATIONS

Board member Institute of Management Consultants, Philadelphia Chapter
Member Healthcare Businesswoman’s Association, Philadelphia Chapter
Member Project Management Institute

COMMUNITY SERVICE

- 2002 - Ground Zero, World Trade Centers, NYC– One of 300 facilitators for *Listening to the City* – an interactive Town Hall meeting designed to enable 5,000 participants to provide input to the plans for rebuilding the World Trade Centers and Lower Manhattan

INTERESTS

Cooking and entertaining, gardening