

## WOMEN IN LEADERSHIP

# RAINA DAURIA

VP, WW Regulatory Affairs,  
Cardiovascular & Specialty  
Solutions Business,  
*Johnson & Johnson*



## RAINA DAURIA ON HOW TO FIND YOUR PASSION AS A LEADER

**R**aina Dauria is VP, Worldwide Regulatory Affairs in the Cardiovascular & Specialty Solutions Business at Johnson & Johnson. In October, Raina will speak at the American Medical Device Summit on "Developing a Culture that Values Regulatory Leadership." We spoke with Raina in advance of the summit, to learn about how Johnson & Johnson fosters a culture of leadership and how she has developed as a leader in her own career.

### **How important is it to foster a culture that values leadership?**

The best leader isn't necessarily the one who does the great things; they are the one that inspires others to do great things. Culture is driven into an organization through those people who are in leadership roles, and we are creating the future leaders of our organization. We as leaders must take responsibility for creating the next generation of leaders in our organization, through education and training, fostering an environment of trust to ensure swift decision making and risk taking, as well as accountability and authority.



"This is a photo of the AcceleRAte Class Members during my time as program sponsor. This program was the first of its kind, providing participants an outstanding two-year accelerated regulatory affairs career development program in which recent master's degree or PhD graduates can build a strong track record of leadership, business acumen, and regulatory expertise. This is an unparalleled opportunity to work with advanced technologies in a wide range of therapeutic areas. Hands-on experience includes rotations among our Global Surgery, Global Orthopaedics and Cardiovascular and Specialty Solutions groups."

**“ It's not how far you fall, but how high you bounce back that counts. ”**

So to ensure that we have a consistent focus on leadership development, we must create the culture from the top down.

#### **How does Johnson & Johnson focus on leadership roles?**

One of the things I love most about working for Johnson & Johnson is the value we place on leaders at all levels. Each and every individual employee is referred to as a leader, whether it is an Individual Leader, a People Leader or a Senior Leader. This is because in every role we play we are leading through our actions. We develop people at each level, training individuals on how to lead without authority, how to manage all aspects of people and project leadership, and then as senior leaders what the differences are in expectations moving from a functional leader role to a business leader role. We have programs for leadership development at all levels, understanding we all continue to learn and grow in every chapter of our career.

#### **Who was a leader or mentor in your career or personal life that inspired you?**

I have had so many influencers in my life, through early childhood, school and from the start of my career to today.

I would say my greatest inspiration is my father. He was an entrepreneur; he had many different careers throughout my

childhood and was successful in each one but with lots of bumps in the road along the way. What impacted me most watching him was the risks he was willing to take along the way, and the support my mother gave him in each of these risk-taking ventures. I learned that in any decision, there may be failures, but that is never the end. It's not how far you fall, but how high you bounce back that counts.

#### **What advice did you receive as you rose in the ranks?**

What got you here isn't going to get you to the next step. Expectations change with each step up the ladder you take, and you must be flexible and willing to change your focus while maintaining your core values.

#### **What is the advice you have for current regulatory leaders?**

It is critical to create your own brand and message, how do you want people to describe you as a leader, and deliberately set out to strengthen and socialize that brand. I have a passion for leadership development, sharing my experiences with future leaders and being open, honest and authentic. Find your passion as a leader and set time aside to develop that for yourself.

*To hear more from Raina Dauria, join us at the American Medical Device Summit! [www.amdsummit.com](http://www.amdsummit.com)*