

## Testimonials Frank Rockhold

1. I was thinking of you this morning so I felt compelled to drop you a line. Today is the 10-year anniversary of the 7/7 bombings and I can remember I was doing some last minute pre work to get ready for a meeting at a hotel at Heathrow that morning 10 years ago and then everything changed. I also remember very well receiving an email from you late morning (so early morning for you) just checking that all was ok for your UK colleagues and their families and I was very touched. A few years later you must have been waiting for me to come on line the day after I lost my job as head of Neurology statistics. The conversation we had was an enormous help to me and the fact you sought me out made a difference. I have a huge respect for you professionally and was proud to be part of your team in statistics but the two things I will remember most about you are your drive to do the right thing and the genuine care you showed to colleagues. Both of these qualities come from the heart and just can't be faked.  
Corporate Compliance Officer.
2. It has been a delight to work in your teams over the years. You have taught me so much by example with your leadership, integrity, care for patients, and the humanity you bring to every aspect of your work.  
Head of benefit to risk
3. I remember you bringing a sense of kindness and calm to any discussions you were involved in. I've now been in my job here almost 24 years and your name still resonates with approachability, fairness and wisdom. With all the changes, mergers and reorganizations we've experienced over that time period, this is impressive. You truly changed our lives for the better. Thank you.  
R&D Operations
4. I want to thank you for all that I have learned from you in the past three to four years. Although the ins-and-outs of supporting a governance committee led by senior leaders in the organization was certainly important, I will take with me far more lasting lessons from my time with you: 1) listening (really listening) is an underrated skill, 2) gather all relevant information, and make a reasoned decision, 3) be straightforward, 4) find humor whenever possible. Medical Governance Officer
5. I personally have learnt a lot from working with you over the past fifteen years; observing you closely has enabled me to be a better person. Seriously, your calm demeanor, wise counsel and integrity is widely appreciated. You live the values of integrity, transparency and patient focus every day.  
Head of Regulatory Affairs
6. Just a quick note to say THANK you for everything, and for all the wonderful memories we share. I feel very indebted to you. You been a role model in so many ways. But most of all, a brilliant, witty, kind and thoughtful fellow human being, so keep that way

wherever the winds of life carry you.  
Head Medical and Regulatory Operations

7. I wanted to thank you for all your steady advice, direction and leadership over my years as a safety physician – and always your thoughtful comments about projects – so helpful to development teams. Your pragmatism and willingness to fairly assess risk always stood out to me. You have a knack for summarizing in a way that helps others modify their own opinions. This is an important skill to bring to any organization. I heard some of your future plans and I am so glad you will continue in a role that others can benefit from your experience, wisdom and style.  
Pharmacovigilance Medical Director
8. I wanted to make sure you knew how much I will miss you and your leadership. You have made our department one that I am extremely proud of. Your leadership style has been greatly appreciated, especially in times of adversity- you are wise, calm, firm when you need to be, and always committed to what is best for patients first and your department a close second. You evoke trust, and a confidence in forthrightness and transparency.  
Pharmacovigilance Medical Director
9. Your presence has been a very wonderful presence in my career. I have seen your wisdom, close on some cases, further but noted on many others, over the years. What a contribution. That is a beautiful thing. Your human contribution just accompanies, hand in hand and with the same high quality, that amazing scientific contribution—and it has been your warmth and kindness, and smiles, humor and straight-forward way to deal with everything that I have appreciated.  
Head of Vaccine Operations
10. I will sincerely miss our interactions in safety reviews and between the nonclinical-clinical lines. I will carry the torch of asking, are we just as judicious about declaring “yes, efficacy” as we are with declaring “yes, safety”? And to always remember, as I learned from you, to verify if there should be a comma or not: “there is no data indicating an issue” vs. “there is no data, indicating an issue”!  
Head of Preclinical Safety