

Considerations to predict the impact of candidate skills in the sales of pharmaceutical companies

1. The backgrounds

Pharmaceutical companies assess the candidates for positions in sales department by using the following procedure:

- ➔ Administrative, organizational assessment from candidate documents/record (professional, personal and also legal requirements)
- ➔ Preliminary talks with the regional manager
Classical interview with involvement of personal administration
- ➔ Ideally implementation of assessment center and of management audits respectively
- ➔ Consolidating the impressions and subsequent decision

This model or a similar one is in implementation for almost 50 years, even though the success rate, the expectations and the objectives cannot be met frequently. One can determine concretely if one compares, this applies to all the companies, after a specific period of time, with almost similar circumstances for every individual employee, always earned results which gives a picture that a very good depiction can be made by "Gaussian distribution". The findings of the last 100 recruitment (according to the definition) shows that around 20 -25% of the candidates could not live up to the expectations.

**Although all the approved evaluation model
was professionally appointed !**

This knowledge is not so new but has surprisingly not led to any significant consequences to the recruitment procedure until today. At the same time, looking at monetary side of mistakes, every wrong decision can cost a sum of 100.000 Euro plus X per year. Moreover, experiences shows that such mistakes in sales further attracts very costly consequences.

Why is that so ?

2. Where lies the reason for this situation?

Through my yearlong observation with always similar procedures of process, I reached to the following conclusion: The problem lies in the

" Prediction of impact of skills of the applicant"

However, primarily to state that, it is important to differentiate amongst the two major areas of the candidate's potentials, namely

The **Abilities** and also the **Skills**

Firstly, the abilities can take them, safely and also reliably, through the applicant documents and also through the classical evaluation conversation or through the individual aspects, like assessments, or ones

The second aspect, the skills require significant, closer analysis and inspection. Here provides for example Management-Audits and certain meaningful starting points. However, it remains after many years of knowledge that, these systems are only limited and unable to deliver reliable results.

So, now a lot of data and information are collected together in order to flow into the decision process. Therefore, the rule results in another evaluation.

Nevertheless, the background will always state that despite the top applicants fulfils the requirements, in practice, he is not able to fulfil the expectations or even fails. With that said, poses the "inevitable" question:

Is there any other apparent missing operand which is not found to be as a relevant aspect of inlet in the prediction ?

3. The unrecognized reason is the

T A L E N T

I believe, these operands can quite fairly be outlined with the term talent. Talent cannot obviously assure the professional success in the structure, but should achieve a distinct meaning from the assessment. There are hints the three aspects are underestimated, in the referent from the literature of department of Psychology. Walter Jaide defined in a paper (The Psychology of the 20th Century, Vol.13, Pg.446ff) that the genetic inheritance can indeed play a role in the professional development.

If we further pursue these thoughts, naturally stands the question, how to evaluate these talents?

Applicants themselves are unaware of this talent. Also in exploration conversation these aspects are not made clear.

The difference lies in the procedure of meeting with the interlocutor.

A talented employee will intuitively embark on the emotional level of his partner, he will find an appropriate approach to his interlocutor as defined by “personality structure”. Unlike less/few successful employees who try to convince with arguments and with professional expertise.

Further these employees find the right moment for turnarounds in conversations and the right time for appropriate arguments in the course of the meeting.

All in all, to characterize the observations:

Talent is the ability to recognize situations and behaviors to interpret and intuitive strategic courses of actions with the aim to steer a win-win Situation for the company and the customer

the talented employees have

...the sense of timing and opportunities..

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In the governing of sales situation many will invest. Constantly, employees are trained and educated in these areas – with success that, these training models are not altered – success growth stays marginal, if at all, marginal. Simply only to determine:

Talent cannot be trained !

And it is an important part of the triangle of success



4. The new Approach:

It is assumed to depict the aspect of talent in negligible quantity, but on the contrary it is more or less an essential prerequisite for professional success and the only logical consequence that remaining is that it illuminates that these aspects are more intensive in application process.

While doing the research it was vague and difficult to find usable evidence about the importance of talent. Certainly, an indication of the level of complexity of this aspect. Perhaps till date, this aspect has received very little attention.

So, the only thing that remains is to develop a special talent test procedure for pharmaceutical sales force employees, which is simple and an addition to the already established procedure and can be used without much extra efforts.

The test procedure is based on the experiences that have been gained over several years with different strategies executed by a talented field representative in a practical problem, all with the objective of solving it. [Thereby it showed very clearly that each adopted approach always corresponds to the existing "Talent potential".](#)

Why this knowledge is not detected at right moment and involved in the decision making?

Summarizing:

In contrast to the previously used methods, the well-known AC`s (assessment center) in particular, no candidate can prepare according to the existing literatures. Informed and practiced candidate already knows the structure of the problem when it comes to the point, subsequently prioritizes it accordingly and inspires so precisely, not preserving the impression of his own righteous personality.

The new approach, however cannot be corrupted and offers the enormous advantage that, all the elements are obtained from the real environment in which the candidate wants professional success. To mention the remaining aspects, all the tasks in the practice of common and varied experiences, can justify the candidate.

Both parts together with the classic elements of candidate evaluation results in a system which is much better and allows to illuminate the Elements of **Triad of Success** and allows the realistic personal decision to flow in, thus clearly increasing the **Rate of Successful Decisions**.

The details of this project as well as an overview of selected descriptions of the process are summarized in a special presentation.

I will be glad to arrange a non-committal presentation with you with a prior appointment. This presentation needs a time budget from 1,5 to 2 hours, about.

This project is a product of

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