

Sāls LETTER

Volume II, No 10, October, 2014

Information and tips for pharmaceutical executives

Online monthly publication by **Sāls**, Pakistan Pharmaceutical Sales Index

GSK China scandal resolved with \$500M fine and suspended jail sentence

Chinese justice came swift and in secret for GlaxoSmithKline ([\\$GSK](#)) today. A top executive narrowly escaped prison, and the company was convicted and will pay a fine of nearly \$500 million for bribery. The outcome leaves other drugmakers to wonder what is yet in store for them. The trial was held in secret, and many were surprised to learn it had happened already. The fine of £297 million pounds (\$489 million) was almost exactly the \$488 million amount that GSK was accused of paying in bribes. Mark Reilly's exact fate is fuzzy. The top GSK exec in China was considered the mastermind behind a scheme to route travel and training money into bribes to doctors and hospitals. Reports indicated he was given a three-year suspended sentence and would be deported, but one said he was given a four-year "reprieve." It said that means he would be watched and if he met criteria, he would then be deported. Four other Chinese national executives for GSK were also given "lenient sentences," for confessing their crimes, the *NYT* reported, citing a news report by China's official news agency, *Xinhua*. GSK apologized for the event and said it remained committed to China: "GSK plc fully accepts the facts and evidence of the investigation, and the verdict of the Chinese judicial authorities. Furthermore, GSK plc sincerely apologizes to the Chinese patients, doctors and hospitals, and to the Chinese Government and the Chinese people." CEO [Andrew Witty](#) said, "We have and will continue to learn from this. GSK has been in China for close to 100 years and we remain fully committed to the country and its people. We will continue to expand access to innovative medicines and vaccines to improve their health and well-being."

GSK statement of apology to the people of China

GSK China Investment Co. Ltd (GSKCI) has been identified according to Chinese law to have offered money or property to non-government personnel in order to obtain improper commercial gains, and has been found guilty of bribing non-government personnel. GSK plc fully accepts

the facts and evidence of the investigation, and the verdict of the Chinese judicial authorities. Furthermore, GSK plc sincerely apologises to the Chinese patients, doctors and hospitals, and to the Chinese Government and the Chinese people. GSK plc deeply regrets the damage caused. GSK plc also apologises for the harm caused to individuals who were illegally investigated by GSKCI. The illegal activities of GSKCI are a clear breach of GSK plc's governance and compliance procedures; and are wholly contrary to the values and standards we expect from our employees. It is deeply disappointing that these issues were not identified and addressed. GSK plc has reflected deeply and learned from its mistakes, has taken steps to comprehensively rectify the issues identified at the operations of GSKCI, and must work hard to regain the trust of the Chinese people. Today, GSK plc makes a further commitment to the Chinese government and people that GSKCI will take tangible actions to establish itself as a model for reform in China's healthcare industry: by continuing to invest in China and supporting China's scientific development; and by further development of innovative new medicines and vaccines for diseases prevalent in China.

Put a lid on 'Low-T' drug use, FDA panel advises, threatening AbbVie, Lilly meds

The testosterone-drug party may be over. An FDA advisory panel wants to limit their use for safety reasons--and the proposed restrictions would shrink sales significantly. That's not good news for AbbVie ([\\$ABBV](#)), the market leader, and other drugmakers that have been riding a surge of testosterone growth. After sifting the data on cardiovascular risks at a meeting Wednesday, FDA's expert advisers voted 14-1 to restrict testosterone-replacement therapies to men with a related medical condition, such as a tumor or a genetic disorder. Right now, the drugs are approved for men with clinically low testosterone levels, based on blood tests. Testosterone drug sales took off a couple of years ago, as AbbVie--then part of Abbott Laboratories ([\\$ABT](#))--Eli Lilly ([\\$LLY](#)) and other drugmakers extolled their virtues in expensive ad campaigns. The

market researchers at Decision Resources predicted that the market would grow to \$5 billion by 2017. AbbVie's AndroGel itself grew to \$1.15 billion in 2012. But that's when the safety questions started multiplying. Early last year, *Consumer Reports* urged men to be wary about starting hormone therapy, saying most really don't need the drugs. The magazine cited drugmakers' big-time spending on marketing the products, with promotional expenses up to \$100 million in 2012 from \$14 million in 2011. By November, a *Journal of the American Medical Association* study had found increases in rates of heart attack, death and stroke among testosterone users, compared with those who didn't use the drugs. And as an accompanying editorial pointed out, some men were using testosterone for lifestyle reasons, rather than to replace actual, clinical deficits in their hormone levels--for antiaging and "physical enhancement," for instance, *JAMA* notes.

JAMA study raises red flag on big-selling testosterone drugs

Big Pharma has turned testosterone-boosting drugs into a tidy little business--if we can call a \$2 billion market "little." But as more and more baby boomers signed on for testosterone testing--and, in turn, therapy--worries about its safety have grown. Now, a new study in the *Journal of the American Medical Association* puts some numbers to that concern. Over the past couple of years, therapies such as Eli Lilly's (\$LLY) Axiron; AbbVie's (\$ABBV) AndroGel; and Auxilium (\$AUXL) and GlaxoSmithKline's (\$GSK) Testim have taken off like a rocket as companies rolled out new products and amped up their advertising. IMS Health says sales of testosterone drugs grew by 90% over 5 years, reaching \$1.9 billion in 2011. By 2017, the entire testosterone market is expected to hit \$5 billion. Researchers analyzed the medical records of 8,709 male veterans with low testosterone who had a coronary angiogram. Of that group, 1,223 men began testosterone therapy after their procedure. The rate of death, heart attack or stroke hit 25.7% in that group, compared with 19.9% in the men who didn't use testosterone drugs. After controlling for various factors, the researchers calculated a 29% increase in risk for the men who used testosterone.

UPDATED: Aragon begets Seragon as VCs bankroll \$30M cancer drug spinoff

Now that Johnson & Johnson has wrapped up the \$1 billion acquisition of Aragon and its next-gen treatment for castration-resistant prostate cancer, the biotech's founders can devote themselves to a new startup that now

has a \$30 million venture bankroll to work with. CEO Rich Heyman and his team have launched Seragon, the son of Aragon which is developing ARN-810 for breast cancer. And he has some familiar faces in the venture team backing him, with venBio, Topspin Fund, Aisling Capital, OrbiMed Advisors and The Column Group stepping up to contribute to the Series A. The biotech has set out to build a pipeline of selective estrogen receptor degraders for various cancers. J&J cherry-picked ARN-509 for CRPC in its deal, cleanly scooping up complete control of the program and leaving the team to spin out a new company with the rest of the assets.

AstraZeneca and Nektar win FDA OK for blockbuster-hopeful constipation drug

The FDA approved a new opioid-induced constipation treatment from partners AstraZeneca (\$AZN) and Nektar Therapeutics (\$NKTR), shaking off some safety concerns and green-lighting a drug the two hope can bring in billions. The treatment, naloxegol, is an oral blocker of mu-opioid receptors, designed to ease the gastrointestinal side effects associated with common painkillers. In AstraZeneca and Nektar's 1,352-patient pivotal program, the drug proved itself effective in increasing the number of bowel movements among opioid-taking subjects reporting constipation, significantly beating out placebo. Now the two companies are gearing up to market their treatment as Movantik, eyeing a space AstraZeneca believes could make the drug a blockbuster. The treatment, discovered by Nektar, is the first mu-opioid treatment approved for OIC. AstraZeneca stepped in on the program in 2009, signing a deal worth up to \$1.5 billion and touting the drug as a meaningful advance in an area of unmet medical need.

Eli Lilly takes the lead on AstraZeneca's Alzheimer's drug in \$500M deal

AstraZeneca (\$AZN) has found a buyer for a 50/50 deal on its BACE drug for Alzheimer's. Downsizing its role in neurosciences, the U.K. pharma giant put out the word some months ago that it would like to find someone to come in and take over the lead development role for AZD3293, a beta secretase cleaving enzyme inhibitor. And now longtime Alzheimer's player Eli Lilly (\$LLY) has agreed to fill the spot, paying \$50 million in a near-term milestone and taking charge of the development work in a collaboration package worth a total of up to \$500 million.

Matters of the heart

A recent study shows that when it comes to matters of the

heart, there are indeed differences between the sexes. Researchers combed through a database of more than 1 million heart attack cases and discovered that women, especially those under the age of 45, didn't always present signs of chest pain and discomfort—the hallmark symptoms of a heart attack. The study, published in the *Journal of the American Medical Association* in February, found that 42% of women entered the hospital without chest pain, compared to 31% of men. Women who didn't show signs of chest pain also died at a higher rate than men who didn't show symptoms, 14% vs. 10%. “When you don't present with typical symptoms, there's a delay in treatments,” said Dr. Shaista Malik, a preventive cardiologist at the UC Irvine Medical Center. “The longer it takes to get treated—which means a cardiologist unblocks the artery—the more muscle damage there is to the heart. And the more muscle damage, the higher your chance of dying.” The study shows that patients and providers need to be on the lookout for other cues, including shortness of breath, cold sweats, nausea, pain in the jaw or back, and fatigue. “When women come to the hospital with these symptoms, doctors don't think about checking [the heart],” Malik said, “and I think there needs to be awareness for doctors and patients to check that off the list.” Much of the research on heart attacks has been focused on men who have symptoms of central chest pain, “which is why we know less about women's symptoms,” Malik said. ***A loaded gun:*** For men and women, heart disease is the leading cause of death worldwide. In the U.S. alone, 1.5 million heart attacks occur each year, with 500,000 deaths. “Cardiovascular disease is like a gun that is loaded by genetic factors but triggered by major risk factors, including hypertension, high cholesterol and obesity,” said Dr. Bahram Eslami, chief of cardiovascular services at Hoag Hospital in Irvine. Although more people die of heart disease than all cancers combined, most heart attacks can be prevented. “The first step in being heart healthy is to know whether you're at risk or not,” Malik said. American Heart Association recommends having your numbers checked—blood pressure, cholesterol and blood sugars levels—starting at the age of 20 and every five years after that. ***Kicking the habit.*** Malik advises patients who find themselves at risk for heart disease to start with modifying their lifestyle choices—and the sooner, the better. “Usually the younger you are the easier it is to change your habits,” she said, adding that exercising and eating a heart-healthy diet with attention to portion size is the best place to start. The American Heart Association's heart-healthy diet tips include limiting saturated fat, trans fat and sodium; adding low-fat proteins and dairy products, like chicken and egg whites; and eating plenty of whole

grains and fruits and vegetables. “Even if someone adds one serving of green vegetables once a day, you can reduce the incident of cardiovascular disease by 23%,” Eslami said. Consulting a dietitian or a nutritionist can help patients personalize their diets. “We don't eat all the same thing, so these [experts] can spend an hour with you going over what you eat and what changes to make,” Malik said. “Finding the correct portion size can be enlightening.” The Mayo Clinic recommends sleeping at least eight hours a night and adding at least 10 minutes of moderately intense physical activity every day, like a brisk walk. An hour to 90 minutes of exercise a week, even spread out over several days, can cut your risk of heart disease in half.

Persuasion

Even if your job is not to sell, there will come a time when you will have to persuade someone. Persuasion happens not only between salespeople and their potential customers. As a manager, for instance, you may need to persuade your subordinates to perform at a higher level. And if you think you have a brilliant project in mind, you should learn how to persuade your boss to take on it. Needless to say, the ability to persuade somebody is a desirable one, and something that you can actually learn and develop. What you will learn in this article are the things you should do to become persuasive. **1. Have a purpose:** Persuasive people are aware of the power they have, and they use it wisely and sparingly. One thing you have to understand is that many of the conversations you are going to make will not require that you try to convince someone to accept something or do something. Remember also that aggressively pushing people into something will draw them away from you instead. A person who seldom argues and asks is actually more likely to get consideration when he advocates some ideas. In short, if you want to be persuasive, you should know when to and when not to ask and argue. **2. Be a great listener:** Always pushing your argument without listening to what others have to say will definitely get you nowhere. Your ability to express your purpose in an articulate and convincing manner is just half of what it takes to be persuasive. More importantly, you need to be an active listener. You have to listen to get a better idea of what your approach should be to convince them. Secondly, listening intently will make you realize which parts of their argument you can attack to be really convincing. It is also through listening that you can see where you both agree so you may capitalize on such points. If you already know what you should say, you will naturally focus more on trying to know what others are saying. There is no point in persuading if you don't have any idea what argument

others are trying to make. **3. Make a connection:** Unless you could establish an emotional connection with the person you are trying to persuade, you and your arguments will be easily dismissed. Outstanding salesmen know this, and so they make sure that they are always likeable and see to it that they connect emotionally with their potential customers. You can do this by showing empathy for another person's position and make them feel you are on their side. You must also be patient enough to know when you should advocate your point. It will be much easier to persuade people if you could get them aligned with your objectives. **4. Acknowledge credibility:** In order to make other people accept your opinions, it is important that you earn their respect. So how are you going to do this? Well, you can do this by showing them equal respect and acknowledging the credibility of the facts they are raising. This way, they will be more open to your arguments and the merits of your opinion. **5. Know when you should stop talking:** Giving people an endless verbal barrage will certainly not help you persuade your listeners. Remember that it is never a good strategy to annoy and wear people down. If you think you have said enough and you have made your point, then it's time to shut up and step back. It is essential that you give your listeners time to absorb everything you have said and weigh the pros and cons of your argument. By letting them think on their own, you are giving them the chance to see how beneficial your points are. Having the ability to persuade can be very helpful to you in so many ways. In fact, you may even use this skill of yours as you go on a job-search. You may not have the qualities of an excellent salesperson, but you can definitely learn how to be credible and persuasive enough to your listener or audience.

Win at Workplace Conflict

No matter how sound or well-intentioned your ideas, there will always be people inside and outside your organization who are going to oppose you. Getting things done often means that you're going to go head to head with people who have competing agendas. In my career studying organizational behavior, I've had the privilege of witnessing some incredibly effective conflict management techniques. I've distilled a few of them into some rules for dealing with organizational conflict: **1. Stay focused on the most essential objectives.** It's easy to become aggravated by other people's actions and forget what you were trying to achieve in the first place. Here we can learn a lesson from Rudy Crew, a former leader in the New York City and Miami-Dade County schools. When Crew was verbally attacked by Representative Rafael Arza, a Florida legislator, who used one of the nastiest racial slurs to describe Crew,

an African-American, Crew filed a complaint with the legislature but then essentially went on with his work. As he told me at the time, a significant fraction of the Miami schoolchildren were not reading at grade level. Responding to every nasty comment could become a full time job but, more importantly, would do nothing to improve the school district's performance. Arza was eventually expelled from the legislature. Crew's takeaway? Figure out: "what does winning look like?" If the conflict were over and you found that you had won, what would that look like? Which leads to the second rule... **2. Don't fight over things that don't matter.** For a while, Dr. Laura Esserman, a breast cancer surgeon at the University of California, San Francisco (UCSF), and a leader of fundamental change in breast cancer treatment and research, was sponsoring a digital mammography van to serve poor women in San Francisco. The sponsorship was taking a lot of time and effort she'd had trouble raising money for the service after the Komen Foundation had reneged on a pledge of support. Her department chair was worried about the department's budget and why a department of surgery was running a radiology service. The hospital CFO was not interested in funding a mammography service that would generate unreimbursed care while the university was raising debt to build a new campus. And Esserman herself did not (and does not) believe that mammography was the way forward for improving breast cancer outcomes. After figuring out that sponsoring the mamo-van was absorbing disproportionate effort and creating unnecessary conflict with important people inside UCSF, Esserman offloaded the van. It smoothed the relationship with her boss and allowed her to focus on higher-leverage activities. **3. Build an empathetic understanding of others' points of view.** As the previous example illustrates, sometimes people fight over personalities, but often they have a reason for being in conflict. It helps to understand what others' objectives and measures are, which requires looking at the world through their eyes. Don't presume evil or malevolent intent. For example, an ongoing struggle in the software industry has centered around when to release a product. Engineers often want to delay a product release in the pursuit of perfection, because the final product speaks to the quality of their work. Sales executives, on the other hand, are rewarded for generating revenue. It's therefore in their best interest to sell first and fix second. Each is pursuing reasonable interests consistent with their rewards and professional training not intentionally trying to be difficult. **4. Adhere to the old adage: keep your friends close, and your enemies closer.** The late President Lyndon Johnson had a difficult relationship with the

always-dangerous (because he had secret files on everybody) FBI director, J. Edgar Hoover. When asked why he spent time talking to Hoover and massaging his ego, Johnson was quoted as saying: "It's probably better to have him inside the tent pissing out, than outside the tent pissing in." This is tough advice to follow, because people naturally like pleasant interactions and seek to avoid discomfort. Consequently, we tend to shun those with whom we're having disagreements. Bad idea. You cannot know what others are thinking or doing if you don't engage with them. **5. Use humor to defuse difficult situations.** When Ronald Reagan ran for president of the United States, he was (at the time) the oldest person to have ever been a candidate for that office. During the October 21, 1984 Kansas City debate with the democratic candidate, Walter Mondale, one of the questioners asked Reagan if he thought age would be an issue in the upcoming election. His reply? "I am not going to exploit, for political purposes, my opponent's youth and inexperience."

The Best Teams Hold Themselves Accountable

Want to create a high performance team? Want to limit the amount of time you spend settling squabbles between team members? It turns out those two issues are closely related: Our research shows that on top performing teams peers immediately and respectfully confront one another when problems arise. Not only does this drive greater innovation, trust, and productivity, but also it frees the boss from being the playground monitor. I first saw the connection between high performance and peer accountability years ago when consulting with a very successful financial services company. It had an unparalleled return on capital, breathtaking sales growth, and the highest customer renewal rate in the industry. In my first face-to-face meeting with the CEO, whose name was Paul, and his direct reports, I committed a major faux pas. I discovered halfway through the meeting that I was calling the wrong guy, "Paul." It was an innocent mistake. When it was time to begin, one member of the executive team wasn't present. He showed up six minutes late and the guy at the head of the table (I learned later that his name was Frank) said, "We all agreed to be here at 10 AM what happened?" It was a jarring moment. The tardy teammate flushed red, stammered an explanation, and the meeting moved on. I assumed since this guy was at the head of the table and he held the latecomer accountable that this was Paul. I smiled and made a small wave at him. He looked confused but waved back. Ten minutes later, Lydia was reporting on sales in her business unit. Apparently, things weren't going well. The woman next to me asked most of the hard questions about her

disappointing performance. Her comments were thoughtful and constructive but firm. She concluded by suggesting that they reconsider how much capital they were deploying in Lydia's business unit that year. I wondered if maybe she was in charge.

The best decision I made that day was to keep my mouth shut. It turned out Paul was the quietest guy in the room. I could have spent the entire time playing "Who's Paul?" and gotten it wrong every time. (This has since become one of my favorite stories illustrating the importance of peer accountability.)

There was something strange about that team. And many other teams we subsequently studied. We've found that teams break down in performance roughly as follows: In the weakest teams, there is no accountability. In mediocre teams, bosses are the source of accountability. In high performance teams, peers manage the vast majority of performance problems with one another. Paul didn't have to monitor latecomers or ask Lydia hard questions because he had created a culture of *universal accountability*. The basic principle was that *anyone* should be able to hold *anyone* accountable if it was in the best interest of the team. Team members were both motivated and able to handle the day-to-day concerns they had with one another, with him, or with anyone outside the team. We've found that you can approximate the health of a relationship, a team and an organization by measuring the average lag time between identifying and discussing problems. The shorter the lag time, the faster problems get solved and the more the resolution enhances relationships. The longer the lag, the more room there is for mistrust, dysfunction, and more tangible costs to mount. The role of leader is to shrink this gap. And the best way to do it is by developing a culture of universal accountability. Here are some ways we've seen managers like Paul create this kind of norm: **Set expectations.** Let new team members know up front that you want and expect them to hold *you* and others accountable. **Tell stories.** Call out positive examples of team members addressing accountability concerns. Especially when they take a big risk by holding *you* accountable. Vicarious learning is a powerful form of influence, and storytelling is the best way to make it happen. **Model it.** The first time your team hears you gripe about your own peers to others rather than confronting your concerns directly you lose moral authority to expect the same from them. **Teach it.** The best leaders are teachers. Codify the skills you think are important for holding "crucial conversations" and take 5-10 minutes in a staff meeting to teach one. In these teaching episodes, ensure the team practices on a real-life

example perhaps one that happened recently. Trust me, they'll complain, but this will make a huge difference in retention and transference to real life. **Set an "It takes two to escalate" policy.** If you struggle with lots of escalations, set a policy that "it takes two to escalate." In other words, both peers need to agree they can't resolve it at their level before they bring it to you together. The role of the boss should not be to settle problems or constantly monitor your team, it should be to create a team culture where peers address concerns immediately, directly and respectfully with each other.

Get Over Your Fear of Sales

When you graduate from college with a degree in communication studies and rhetoric, the business world can look very confusing. Unsure of where I fit in, I explored options. Many friends suggested sales. I was doubtful. I worried that being in sales would not carry the prestige and credibility I so badly wanted as I started my professional career. I was also having a hard time getting excited about selling any particular product. Then I interviewed with a partner at a (then) Big Six consulting firm. He talked about an opportunity to work on "leveraging the most important assets in the firm its people." "That sounds terrific," I said, thinking that matched my interests, "What function is that?" The partner replied, "Human resource management." My 22-year-old self thought, *How cool is that?* It even has *management* in the title. That sounded way better than "Sales Rep for Acme Company." Off to San Francisco I went to be a human resource management associate at a Big Six consulting firm.

After two years in this position, I had an epiphany. I was at an expense-account business lunch with a senior partner and an audit associate. The partner liked us both and remarked that we both had a lot of talent. He went on to say, "The main difference is that *you* (pointing to the audit associate) generate revenue, and *you* (pointing to me) are overhead." Two of the three people at the table had a quick laugh, and my job search began as soon as we returned to the office. I came to a stark realization that day: sales is at the heart of every commercial enterprise and that being the revenue-generating engine of a business was actually a good thing. Maybe even something to be proud of. In truth, though, I was afraid of sales. The perception. The quotas. I hated the idea of having to be pushy. I'm hardly the only one with this misconception of sales. Twenty years later, with two stints as an executive vice president of sales along the way, I often see that despite the obvious need to sell their products, many companies encounter

some form of resistance to "sales." Ironically, this unwillingness to own and embrace a sales culture frequently comes from within the sales team itself. I hear sales professionals say, "I don't really sell. I help clients make a buying decision." Or "My job is more of being a consultant to my clients." And my favorite, "I'm not in sales, I'm in business development." Even professionals who have dedicated their careers to sales are afraid of sales. Or at least, they're afraid of the label. Why? I've come to the conclusion that at least part of that fear stems from the persistence of an anachronistic definition of *selling* and a complete misunderstanding of what successful sales professionals actually do. Many people equate sales with making people buy things they don't want, don't need, and can't afford. That perception likely emerged from the days, at the turn of the 20th century, when hucksters and peddlers were among the few sales jobs on the U.S. census, and unfortunately this image still persists in some professions. The proverbial used-car salesman springs to mind.

But today there are over 28 census codes that reference professional sales specifically, many of which require tremendous expertise. For instance, a client of mine in the medical device industry employs sales professionals whom doctors consult about the proper application of their product while they are in surgery. Take that in. A doctor asking a sales professional questions during surgery. This is not your father's salesman. When I'm called on to help an organization with a sales transformation, I quickly gauge the culture and begin to address counterproductive beliefs that are holding them back from getting the performance they want. There are three key steps to overcoming a negative sales culture: You need to help them see that: **If you operate on the assumption that people will benefit from using your products and services, then sales is entirely about helping others.** Done well, selling today is helping people identify and address their needs in order to achieve their goals: to improve efficiency in a business, to make something easier, to live a better life in retirement, to be safer, live longer, and so forth. In this way, sales is not simply an appendage of the organization responsible for distribution, but the conduit for showing how your clients benefit from your products or services. **How you sell is a vital part of the value you create for the customer.** While conducting research and observing my own sales teams, I've sat in on over 1,000 meetings between sellers and buyers, and one of the things I've observed is that successful salespeople don't "pitch" and they don't "close." That is, they don't prattle on about how great their offerings are, and they're not pushy (what some

have called the “spray and pray” method). This may sound like heresy to many sales professionals, particularly those who cut their teeth in sales before the 1990s. But it is true. What they do instead is engage in a mutual dialogue about what a client is trying to accomplish, and then apply the solutions offered through their products or services to the client's needs. The very best ask smart questions, helping clients to see problems they didn't even know they had or opportunities around the corner. One of the best examples of I've seen of this was a sales rep for a major daily newspaper. Her job was to sell ad space in a highly competitive market where advertisers had ever-increasing alternatives to newspaper space. I had the opportunity to observe several of her sales calls as part of a consulting assignment for the paper, and I immediately noticed how little she talked versus how much she encouraged the client to speak. She told me that her objective was to help the client see why advertising with her newspaper would help him grow his business, and she asked insightful questions. When she did talk about advertising options, she focused specifically the ideas the client expressed. The meeting lasted only 45 minutes because she didn't spend any time talking about features or benefits that weren't relevant. At the end, she simply expressed an interest in working with the prospect, offering two or three suggestions on how they might proceed. He opted to receive a proposal and agreed to review it the next week. *How she sold her product was key to her success as one of the top five sales reps in the company. **Every employee is selling in some capacity even if they don't think they are so they might as well get good at it.*** In his book *To Sell Is Human*, Dan Pink indicates that more than 40% of our professional time is spent selling.

Improve your workplace image

To be successful, you need the respect and support of your customers, coworkers and managers. But sometimes, in an effort to come across as hardworking and professional, you can appear distracted or aloof. *To avoid alienating people, follow these guidelines: **Focus on others.*** Do you seem pre-occupied with your own career path and with looking good at the expense of others? If you share credit and show concern for others' success, people will want you to do well. **Choose people over technology.** A surefire way to alienate people is to respond to calls or emails in the middle of a conversation. That sends a message that they are less important than the caller or emailer. Ignore the calls or emails, and return them when your conversation is over. If you are expecting an urgent call, alert those present. **Stop leaving long voicemail messages.** People will think you like the sound of your own voice. Briefly state

your objective or main message and follow it with short, supporting subpoints. **Give your undivided attention to the group.** Don't read reports or tap away on your laptop during meetings.

3 simple steps to boosting morale

Praise can lift people's spirits, improve morale, increase productivity and make the workplace a more pleasant place to be. *To master the art of praise, remember these tips: **1. Talk about people behind their backs.*** That's right; go ahead and speak to a peer about a mutual colleague's good work on a project, how the person helped you or how the person is a pleasure to work with. When you praise a co-worker to the person's peers, they learn what kind of behavior you value, and the person you praise will think more highly of you for giving credit where it's deserved. **2. Compliment people in front of the boss.** The next time you thank a co-worker for helping you, do it within earshot of the boss. *Example: “James, I can't thank you enough for staying late to help me with the sales report. I couldn't have done it without you.”* Many workplace heroes go unnoticed because they don't want to hog the credit. If you work with such a person, don't let the person's good work go unnoticed.

3. Thank people for the little things. Does one of your co-workers have a flawless attendance record? Is the person always cheerful? Too often, people pay attention to those things only when they're missing. Why not mention how much you appreciate them now? The top reason people leave their jobs is because they feel their contributions aren't valued.

Delegation dos

Rely on these tactics to improve your delegation skills: **State your goals.** Communicate your objectives, explain the task's relative importance and set a firm deadline. **Define responsibility.** Let the person know the limits of his or her authority and accountability. **Identify resources.** Discuss who can provide material aid and who has the expertise to assist at various stages. **Create controls.** Agree on a meeting schedule to discuss obstacles and track progress.

WISE MEN'S WISDOM

1. “Whatever is begun in anger ends in shame.” — **Benjamin Franklin.** **2.** “The clock is running. Make the most of today. Time waits for no man. Yesterday is history. Tomorrow is a mystery. Today is a gift. That's why it is called the present.” — **Alice Morse Earle.** **3.** “Each of us has lived through some devastation, some loneliness, some weather superstorm or spiritual superstorm. When we look at each

other we must say, I understand. I understand how you feel because I have been there myself. We must support each other because each of us is more alike than we are unlike.” — **Maya Angelou 4.** “A hero is someone who, in spite of weakness, doubt or not always knowing the answers, goes ahead and overcomes anyway.” — **Christopher Reeve 5.** “When we recall the past, we usually find that it is the simplest things - not the great occasions - that in retrospect give off the greatest glow of happiness.”— **Bob Hope 6.** Don't confuse fame with success. Madonna is one; Helen Keller is the other. **Erma Bombeck. 7.** I honestly think it is better to be a failure at something you love than to be a success at something you hate. — **George Burns 8.** A successful man is one who can lay a firm foundation with the bricks others have thrown at him.---**David Brinkley 9.** Develop success from failures. Discouragement and failure are two of the surest stepping stones to success. ---- **Dale Carnegie 10.** Flaming enthusiasm, backed up by horse sense and persistence, is the quality that most frequently makes for success.----
Dale Carnegie

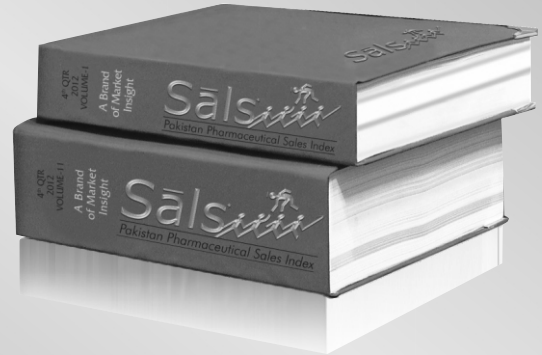
Don'ts

In Dress and Personal Habits: 1. Don't wear apparel with decided colors or with pronounced patterns. Don't we address here the male reader-wear anything that is pretty things? Select quiet colors and unobtrusive patterns, and adopt no style of cutting that belittles the figure. It is right enough that men's apparel should be becoming, that it should be graceful, and that it should lend dignity to the figure; but it should never be ornamental, capricious, or pretty. **2.** Don't wear fancy-colored shirts, or embroidered shirt-front. Spotted or otherwise decorated shirts are fashionable in summer, but the taste is questionable. White, plain linen is always in better taste. **3.** Don't wear evening dress in the morning, or on any occasion before six o'clock dinner. **4.** Don't wear black broadcloth in the morning; or, at least, don't wear black broadcloth trousers except for evening dress. **5.** Don't wear your hat cocked over your eye, or thrust back upon your head. One method is rowdyish, the other rustic.

Contents of **Sāls LETTER** are taken from world's best and authentic periodicals e. g. Harvard Business Review (HBR), FDA Consumer. All information are authentic and reliable. We strongly recommend that information and tips mentioned in these pages be adopted and exercised for maximizing management and marketing effectiveness.

Sāls LETTER is a service to the pharmaceutical profession and therefore we intend to maximize its circulation. There is no copyright. Please forward this mail to your friends and colleagues or make as many printouts as you wish to and circulate the same among your team members. Thanks. Published by **Sāls**, Pakistan Pharmaceutical Sales Index, a publication of **PharmaGuide** Publishing Company. www.epharmaguide.com. Edited / compiled by: Dr. Hiba Nasir & Dr. Mehwish Naz. Email: hiba@epharmaguide.com, mehwish@epharmaguide.com.

PharmaGuide
Sāls
Pakistan Pharmaceutical Sales Index



- Trust Sāls for superior quality data
- Trust Sāls for reliable data
- Trust Sāls for competitive data
- Trust Sāls for innovative data
- Trust Sāls for user friendly data

Sāls, a clearly superior product as compared to its multinational competitor.

Subscribe Sāls today for maximizing your marketing effectiveness.

PHARMAGUIDE SALS
wishes its readers a **HAPPY**
EID UL AZHA