

Sāls LETTER

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Information and tips for pharmaceutical executives

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Repros plummets as the FDA deals a blow to its low-T hopes

After years of clinical and regulatory setbacks, Repros Therapeutics ([\\$RPRX](#)) was finally on the path to submitting its testosterone treatment to the FDA, scheduling a pre-filing meeting for November with hopes of handing the drug in by year's end. But the agency has had some second thoughts, changing the agenda for that meeting and indefinitely delaying Repros' plans. Things were looking up for Repros before its latest regulatory setback, as the company announced in August that Androxal beat out AbbVie's ([\\$ABBV](#)) top-selling AndroGel in boosting testosterone, one of two planned head-to-head studies. Furthermore, the company believed the FDA's recent scrutiny of testosterone-replacement therapies left Androxal, which isn't a form of testosterone, unscathed.

Merck and Roche prep breast cancer data for promising PD-1 drugs

As fervor surrounding a new class of cancer drugs builds, drug giants Merck ([\\$MRK](#)) and Roche ([\\$RRHBY](#)) are set to roll out new data for their opposing immunotherapy drugs for breast cancer by the end of the year. Along with AstraZeneca ([\\$AZN](#)) and Bristol-Myers ([\\$BMY](#)), Merck and Roche are developing drugs designed to block a molecule called PD-1--short for programmed cell death protein 1--spurring the immune system into action to attack the tumor cells. Left unchecked, this switch allows cancerous cells to pass undetected. Merck and Roche are hoping to widen this novel approach to treat advanced triple negative breast cancer, which is notoriously impervious to some of the most effective therapies available for breast cancer, like hormone therapy and drugs that target HER2 receptors.

Novartis' psoriasis drug looks good enough to approve, FDA staff says

The benefits of Novartis' ([\\$NVS](#)) new anti-inflammatory treatment outweigh its risks, according to FDA reviewers, an opinion that improves the odds of approval for a drug

the company hopes can bring in blockbuster sales. The treatment, secukinumab, is an injected antibody that blocks interleukin-17, a protein that plays a major role in inflammation. In documents released ahead of panel meeting, FDA staff heralded its effects on psoriasis, noting that, across a 3,300-patient Phase III program, secukinumab significantly reduced symptoms of the skin ailment while charting an adverse event profile in line with placebo.

Baxter prepping for HyQvia launch with spinoff's success on the line

It's been a long road for Baxter's ([\\$BAX](#)) primary immunodeficiency (PID) replacement therapy in the U.S., but the Illinois company is finally preparing to roll out the med in its home country. And with its biopharma spinoff on the calendar for next year, a solid launch is something the drugmaker could use. After an initial FDA rejection in 2012, HyQvia will launch in the U.S. next week. Since the drug is a subcutaneous treatment that requires only one infusion per month and one injection site per infusion--current subcutaneous competitors require weekly or biweekly treatment with multiple infusion sites per treatment Baxter's med has a chance to make a splash in a \$2 billion market.

FDA says Pfizer's Chantix must continue to wear a 'black box' label

Pfizer's ([\\$PFE](#)) controversial smoking-cessation drug Chantix will continue to be stuck with a black-box warning label at least until late next year, assuming the U.S. Food and Drug Administration follows the recommendations of its experts. If so, that's likely the earliest the drug giant can make its case again to soften the labeling language. An advisory panel for the regulatory agency voted to hold fast on maintaining the FDA's most severe warning label on the product, which has been reported to trigger suicidal depression, intense anger and other psychiatric troubles. Those claims began to surface soon after Pfizer launched the stop-smoking drug in 2006.

Bristol-Myers catches a break as Indian agency delays Sprycel patent decision

Prime Minister Narendra Modi got an earful from both constituents and the U.S. drug industry about India's approach to drug patents during his first visit to the U.S.. There is evidence the government will take a considered approach to the contested issue. India's Department of Industrial Policy and Promotion, or DIPP, has delayed a decision on whether to grant a compulsory license for Bristol-Myers Squibb's (\$BMY) leukemia drug Sprycel, *The Economic Times* reports. It has sent the ministry a letter, questioning its rationale for saying there was a "national emergency," when chronic myeloid leukemia affects only 0.001% of the population, a source told the newspaper. The letter asked how much the government is spending on the drug, and pointed out that there is no indication of a growing trend in the disease. Western drugmakers have been very vocal about what they perceive as India's activist approach toward their intellectual property. Pfizer (\$PFE) suffered the loss of IP protections on its cancer drug Sutent when Indian patent officials decided last year to revoke its patent. Roche (\$RHHBY) fought for years over its patent on Herceptin before letting it go there. While India has the power to grant compulsory license for medications it thinks are lifesaving but too expensive, so far it has granted only one, for Bayer's cancer drug Nexavar. But reports before the election of Modi said that an Indian committee was reviewing up to a dozen on-patent therapies to see whether additional compulsory licenses could be issued.

Thumbing its nose at critics, Valeant touts Q3 growth, hikes forecasts

Valeant (\$VRX) may have upped its Q3 revenue by 33% and beat analysts' bottom-line expectations--not to mention hiked its forecast for this year and next. But takeover target Allergan (\$AGN) still isn't impressed. On the other hand, shareholders might be if Valeant hikes its hostile bid again. But Allergan--a vocal critic of the model as it looks to dodge Valeant's hostile bid--has a different opinion. It released a presentation urging investors to question its pursuer's results based on the "quality and thoroughness" of Valeant's data, the sustainability of the company's price increases and what the Botox maker sees as a "lack of comprehensive product level disclosure."

Can Viruses Treat Cancer?

For some cancer patients, viruses engineered to zero in on tumor cells work like a wonder drug. The task now is to build on this success. In 1904 a woman in Italy confronted two life-threatening events: first, diagnosis with cancer of the uterine cervix, then a dog bite. Doctors delivered the

rabies vaccine for the bite, and subsequently her "enormously large" tumor disappeared ("*il tumore non esisteva più*"). The woman lived cancer-free until 1912. Soon thereafter several other Italian patients with cervical cancer also received the vaccinea live rabies virus that had been weakened. As reported by Nicola De Pace in 1910, tumors in some patients shrank, presumably because the virus somehow killed the cancer. All eventually relapsed and died, however. Even though the patients perished, the notion of treating cancer with viruses able to kill malignant cellsnow termed oncolytic virotherapywas born. And investigators had some success in laboratory animals. Yet for a long time only partial responses and rare cures in human trials ensured that the field stayed at the fringes of cancer research.

MegaFood: Daily Turmeric Nutrient Booster Powder

The current statistics on the prevalence of cognitive decline is severe. One herb has shown more promise when it comes to supporting your neurological system than any other medical finding. It's a scientific fact that curcumin, an antioxidant compound found in the root of the turmeric plant, is one of the most powerful natural brain protecting substances on the planet! It continues to amaze scientists with its remarkable cognitive health benefits. The Turmeric Root known as Indian Saffron It has been used to improve digestion and suppress the appetite. Saffron promotes weight loss and helps to maintain and manage weight. In addition, Turmeric Root can be used as a mild sedative to help reduce stress, anxiety and can be used to treat insomnia.

Turmeric has been used for over 2500 years in India, where it was most likely first used as a dye. The medicinal properties of this spice have been slowly revealing themselves over the centuries. Long known for its anti-inflammatory properties, recent research has revealed that turmeric is a natural wonder, proving beneficial in the treatment of many different health conditions from cancer to Alzheimer's disease. Turmeric is a bright yellow spice that is commonly found in curry powder. Turmeric has a long history as a healing herb and culinary spice in India. Interestingly, India has the highest per capita consumption of turmeric and the lowest incidence of cognitive decline worldwide.

The Benefits of Turmeric: 1. Boosts cognitive function 2. Promotes joint and muscle health 3. Fights whole body inflammation 4. Boosts detoxification 5. Supports cardiovascular function 6. Promotes young radiant skin 7. Promotes healthy mood balance 8. Promotes weight loss 9. Promoting your immune system 10. Helping you

maintain your healthy digestive system 11. Helping you maintain cholesterol levels that are already within the normal range 12. Promoting your healthy blood and liver functions 13. Helps improve your digestion 14. Reduces stress 15. Reduces anxiety 16. Cleanse your skin and maintain its elasticity 17. Provide nourishment to your skin 18. Balance the effects of skin flora 19. Helps with insomnia

It helps to stimulate circulation to the organs of digestion, including the gallbladder, liver, and spleen. It also coats the membranes of the stomach and colon and soothes gastrointestinal colic and acid-burning digestive problems. Turmeric Root is considered a carminative that helps to relieve stomach gas. As a diuretic and diaphoretic, Turmeric Root induces perspiration and reduces fever, which is helpful in treating colds and la grippe. In addition, toxins are released through the skin when there is profuse perspiration. TurmericRoot is thought to be a blood purifier and anti-inflammatory. Saffron helps to relieve gout by ridding the uric acid build-up that accumulates in the tissues, causing joint pain. Additionally, Saffron has helped athletes in the past because it also rids the tissues of lactic acid build up after strenuous exercise and eases fatigue and muscle inflammation. The herb also relieves the inflammation of arthritis and bursitis. One of Turmeric Root oldest uses has been as an expectorant, helping to expel phlegm from the lungs. As a blood purifier: Turmeric Root is thought to increase the oxygen content of the blood, which may help to lower blood pressure by reducing plaque and thereby helping to prevent arteriosclerosis and strokes. Turmeric Root is an emmenagogue that will stimulate the onset of menstruation and regulate its flow. By checking menstrual flow, it is also useful for reducing chronic hemorrhage of the uterus.

Here's The Best Way To Answer When An Interviewer Says 'Tell Me About Yourself'

It's one of the most ubiquitous interview questions, and often one of the most difficult. With such a wide breadth of possible answers, it can be overwhelming to know where to start.

Hint: If your go-to response includes a run-down of where you grew up or what you studied in college, you've probably already lost your interviewer.

While the hiring manager *does* want to get to know you, at this point they are only focused on figuring out if you're the right person for the job and your most critical task is showing them that you are, writes Skip Freeman, the CEO of executive search group Hire to Win, in a recent LinkedIn post.

To prevent hurting your chances before the interview even

warms up, Freeman breaks down this question into a simple three-part response that will hook the interviewer without inundating them with unnecessary details. Here's his technique: Part 1: Start with a condensed version of your career history. Try and keep it as concise as possible, Freeman suggests. Part 2: Next, give a brief summary of a specific achievement to capture the interviewer's interest. "It must be an accomplishment that can easily be explained and/or illustrated," Freeman says. "Plus, it must also highlight a 'bottom-line' impact for the potential employer." Part 3: Conclude with a few definitive sentences about what you hope to accomplish next in your career but make sure it's relevant to the position you're interviewing for, Freeman warns.

Here's an example from Freeman of a good one-minute response: "I am a five-year veteran of LAN/WAN administration and systems engineering, with substantial experience using a variety of contemporary business software systems. "Recently, as a long-term contract employee at a local regional bank, I learned that the bank was about to install a particular software system and was planning to use an outside firm for the project. I let them know that I had done a similar installation at my last assignment, outlined how we could get the job done with in-house staff, and successfully completed the installation for \$55,000 to \$65,000 less than it would have cost with outside consultants. "For the next step in my career, I would like to move away from contract work and find myself as a direct employee of a large firm where I can join a substantial IT team and be involved with a group that focuses on email and network security applications, while having access to the knowledge base that would come with a large, diverse IT group." Instead of giving the hiring manager a broad overview of who you are, show why you'd be a great fit for the position. "You will clearly and quickly brand yourself as a true professional, someone who knows the value of what you have to offer a potential employer," Freeman says.

Signs You're Being Passive-Aggressive

When was the last time you did any of the following at work?

- You didn't share your honest view on a topic, even when asked.
- You got upset with someone, but didn't let them know why.
- You procrastinated on completing a deliverable primarily because you just didn't see the value in it.
- You praised someone in public, but criticized them in private.
- You responded to an exchange with, "Whatever you

want is fine. Just tell me what you want me to do," when in actuality, it *wasn't* fine with you.

Whether intentional or not, these are all signs you're being passive-aggressive. Whenever there is a disconnect between what you say (passive) and what you do (aggressive), you fall into that camp. And while it's easy to recognize a passive aggressive co-worker the colleague who is agreeable to your face but badmouths the idea behind your back or the sarcastic direct report whose constant retort is "but it was just a joke" recognizing one's own passive-aggressive behaviors at work can be quite difficult. Take Chris, for example, a senior marketing executive that I coached. When we discussed the 360 feedback he'd received as part of a leadership development program, he was shocked at what his colleagues wrote about him: *"You never quite know where Chris stands on an issue. He'll agree to one thing in a meeting but then do something completely different in the follow through. That can make it hard to trust him."* *"While Chris is a really nice guy, I wonder if he's really honest with his views. He'll say he's fine with some thing but you can just tell he's not and he's saying that just so we can move on."*

"Chris makes backhanded comments about the quality of someone's work or idea without directly addressing the issue with the person. It comes off as snarky. It's not what you'd expect of a leader." While Chris admitted that there was some truth to what was described, he bristled at the thought of being perceived as passive-aggressive. Yet that's exactly what he was.

Over time, passive-aggressive behavior is a slippery slope that breeds mistrust and chips away at your credibility. Being known as passive-aggressive will not serve you well in your career. Fortunately, it's possible to change your behavior. Though it requires a commitment to self-development and a willingness to get out of your comfort zone.

Here are five strategies to consider: **1. Recognize the behavior.** It's important that you recognize which circumstances or situations drive you to be passive-aggressive. Knowing what they are helps you consciously explore other ways to respond. Start by thinking about the circumstances that bring out these behaviors: Who was involved? How did the situation unfold? How did you react? What happened? Do you see a pattern? Chris recognized that when he felt like his contributions were not valued or like he wasn't being heard, he resorted to a passive-aggressive stance. This particularly true in leadership team meetings where Chris felt like he had to

defend marketing's role, value, and resources to the rest of the organization. He had a hard time understanding why he was always being tested. **2. Identify the cause.** There is likely an underlying cause for your passive-aggressiveness it can be a fear of failure (a desire for perfection), a fear of rejection (a desire to be liked), or a fear of conflict (a desire for harmony). It's critical to understand the root of the issue so that you can address it head on and determine whether your fear is warranted. For Chris, the root cause was a fear of conflict and the belief that if others valued him, they wouldn't push and question him and his group. In effect, Chris equated any sign of conflict with not being valued. Yet, nothing could be further from the truth. Others questioned marketing because they saw it as a critical part of the business and wanted to ensure its success. When Chris realized how his beliefs were driving his passive-aggressive behavior, he saw how important it was to change his default response. **3. Be honest with yourself.** Once you understand the underlying reasons for your behavior, you need to be honest with yourself about what you really want. Continuing to veil or deny your feelings will only perpetuate the passive-aggressive response. What is it that you truly think? What is it that you really want to say? What outcome are you hoping for? Then think about how to express that desire in a direct, but respectful, way. **4. Embrace conflict.** A large part of letting go of passive-aggressive behavior is accepting that conflict happens. Conflict at work (or anywhere) is not necessarily a bad thing if you make an effort to move through it productively. Seek mutual understanding (not to be mistaken with mutual agreement) of each other's positions and recognize that even if you don't agree with someone, it typically does not mean that the relationship is in jeopardy. By accepting that engaging in conflict enhanced what his division had to offer rather than derailing its work, Chris more readily took part in those interactions. Instead of shutting down the exchanges by offering a fake agreement or withholding critical feedback, he respectfully disagreed and asked questions to better understand his colleagues' perspectives. **5. Get input.** Working on any behavioral change is hard. It's easy to be overly critical of your own efforts or simply disappointed that you're not seeing enough progress. For that reason, it's important to check in with others on how you're doing. Share what you're working on with a few folks that you trust. Periodically, ask them how you're doing. Do they get the sense that you're just talking the talk, or actually walking the walk? Chris's road was not an easy one and every now and then he defaulted back to his passive-aggressive response. But over time, those occasions became more and more rare as Chris focused on being

direct and clear in what he wanted to communicate. Some of his confidantes did a good job holding him accountable, even going as far as kicking him under the table during team meetings if he started showing the passive-aggressive behavior that he'd worked so hard to shed.

Managing your own passive aggressive behaviors is about getting rid of the incongruity between your internal dialogue what you think and your external actions what others see and hear. Not only will aligning your thoughts with your actions build trust with your work colleagues; you'll increase your own self-confidence and trust in yourself. And there is nothing passive-aggressive about that.

Two Kinds of People You Should Never Negotiate With

The first thing negotiation experts teach is to “separate the people from the problem.” The vast majority of the time, this is sound advice. But as a psychologist, I know that approximately 1% of the time, people *are* the problem. And in such cases, normal negotiation strategies just don't work. Here's how to recognize that rare situation and what to do about it. First, determine what sort of person or people you're trying to negotiate with (i.e. your counterparty). Here are two types of counterparties you *should* negotiate with, even when it seems difficult. **1. Emotional counterparties.** Emotion in and of itself shouldn't preclude you from reaching a successful agreement it's natural for people to feel strong emotion in a conflict situation. Once the conflict is identified and addressed, and parties are allowed to vent, emotion usually dissipates. Keep in mind that some people (and cultures) simply express more feelings than others. Also, some negotiators use emotion strategically to influence the other party. Recognize the emotion, but don't let it stop you from negotiating. **2. Unreasonable counterparties.** We often think people are being unreasonable when they don't agree with our logic and evidence. But more often, people who disagree with us are simply seeing different problems, and even different sets of facts, than we are. Even if you think the other party is being unreasonable, it's still possible to bridge the gap and close a deal.

But here are two types of counterparties you *should never* negotiate with:

1. A counterparty who alternates between conciliation and provocation. People are usually more provocative, or difficult to deal with, at the outset of a negotiation. Then they become more conciliatory as the outlines of a settlement develop. Beware the person who is conciliatory at first, then becomes provocative and then

when you're about to walk away becomes conciliatory again, and then provocative again. This behavior suggests that he will never be satisfied, nor finished, with the negotiation. What he wants is not a negotiated settlement, but control over the process and over you. The time and energy it will take to continue will eventually outweigh any potential gains you could achieve through negotiation. **2. A counterparty who persists in seeing people in terms of absolute good and evil.** Negotiation is a method for resolving conflicts of interest, not for adjudicating who is at fault. Most people, once they understand this, are willing to exchange concessions in order to satisfy their underlying interests. Watch out for someone who describes people as absolutely good and blameless, or as absolutely evil and responsible. This behavior suggests that he or she lacks the mindset necessary for negotiation. What this person wants is for evil people to be held accountable and punished, and because you are in a conflict with her, you may fall into that category. Walking away would deprive her of the opportunity to punish you. Therefore, if you negotiate, you can expect the process to be painful. You can also expect not to receive meaningful concessions, because this type of person does not believe you deserve them. Even the best negotiators cannot reach a win-win outcome with people like this, as their underlying interests can't be addressed with a settlement. The best negotiation advice and practice will not help you in these rare situations. Instead, here are four steps you should take: **Be realistic.** This person is not going to change. There is no negotiation strategy you can use to make him or her change. Your goal should be to extricate yourself with the most gains (or least losses) possible. Let's say you have a tenant behind on the rent. It's worth negotiating with an emotional, even unreasonable tenant. Deep down, her primary interest is to keep the apartment. She can ultimately be trusted to act in her own interest. On the other hand, it's not worth negotiating with an alternatively conciliatory, then provocative tenant who blames his neighbors and the property manager for his situation. Deep down, his primary interest is not the apartment; it's his need to control the people around him. **Stop making concessions.** The purpose of concessions is to reach an agreement, but since you'll never do that (no matter how much you're willing to give up!), don't waste your time. That doesn't mean you won't incur significant losses. Your goal should be to minimize those losses. For example, if someone on your team fits the description of a no-win negotiator, you may already have made many concessions and picked up her share of the work, while she has yet to follow through on her promises to you. Enough! Do whatever is necessary

to get the project finished, but stop making offers to her. **Reduce your interdependence.** Take whatever steps you can to reduce your interdependence with this person. You don't want to depend on him for anything, or owe him anything, going forward. This means, for example, that a lump sum payment for services is better than a payment plan. Working independently on separate pieces of a project is better than working together on the whole thing. If you must continue to work with this person, remember that even very immature children can still play nicely side-by-side if each is given his or her own set of toys. **Make it public, hold them accountable, and use a third party if you can.** Avoid private discussions, if possible. Get everything out in the open and put everything in writing. Try to bump accountability to the next level, so someone higher up has to take action if the other party does not follow through on his or her obligations. If you can utilize a third party, like a mediator, arbitrator, or judge, then do so.

Nine Things Successful People Do Differently

Why have you been so successful in reaching some of your goals, but not others? If you aren't sure, you are far from alone in your confusion. It turns out that even brilliant, highly accomplished people are pretty lousy when it comes to understanding why they succeed or fail. The intuitive answer that you are born predisposed to certain talents and lacking in others is really just one small piece of the puzzle. In fact, decades of research on achievement suggests that successful people reach their goals not simply because of who they are, but more often because of what they do. **1. Get specific.** When you set yourself a goal, try to be as specific as possible. "Lose 5 pounds" is a better goal than "lose some weight," because it gives you a clear idea of what success looks like. Knowing exactly what you want to achieve keeps you motivated until you get there. Also, think about the specific actions that need to be taken to reach your goal. Just promising you'll "eat less" or "sleep more" is too vague be clear and precise. "I'll be in bed by 10pm on weeknights" leaves no room for doubt about what you need to do, and whether or not you've actually done it. **2. Seize the moment to act on your goals.** Given how busy most of us are, and how many goals we are juggling at once, it's not surprising that we routinely miss opportunities to act on a goal because we simply fail to notice them. Did you really have no time to work out today? No chance at any point to return that phone call? Achieving your goal means grabbing hold of these opportunities before they slip through your fingers. To seize the moment, decide when and where you will take each action you want to take, in advance. Again, be as specific as possible (e.g., "If it's Monday, Wednesday, or

Friday, I'll work out for 30 minutes before work.") Studies show that this kind of planning will help your brain to detect and seize the opportunity when it arises, increasing your chances of success by roughly 300%. **3. Know exactly how far you have left to go.** Achieving any goal also requires honest and regular monitoring of your progress if not by others, then by you yourself. If you don't know how well you are doing, you can't adjust your behavior or your strategies accordingly. Check your progress frequently weekly, or even daily, depending on the goal. **4. Be a realistic optimist.** When you are setting a goal, by all means engage in lots of positive thinking about how likely you are to achieve it. Believing in your ability to succeed is enormously helpful for creating and sustaining your motivation. But whatever you do, don't underestimate how difficult it will be to reach your goal. Most goals worth achieving require time, planning, effort, and persistence. Studies show that thinking things will come to you easily and effortlessly leaves you ill-prepared for the journey ahead, and significantly increases the odds of failure. **5. Focus on getting better, rather than being good.** Believing you have the ability to reach your goals is important, but so is believing you can *get* the ability. Many of us believe that our intelligence, our personality, and our physical aptitudes are fixed that no matter what we do, we won't improve. As a result, we focus on goals that are all about proving ourselves, rather than developing and acquiring new skills. Fortunately, decades of research suggest that the belief in fixed ability is completely wrong abilities of all kinds are profoundly malleable. Embracing the fact that you can change will allow you to make better choices, and reach your fullest potential. People whose goals are about getting better, rather than being good, take difficulty in stride, and appreciate the journey as much as the destination. **6. Have grit.** Grit is a willingness to commit to long-term goals, and to persist in the face of difficulty. Studies show that gritty people obtain more education in their lifetime, and earn higher college GPAs. Grit predicts which cadets will stick out their first grueling year at West Point. In fact, grit even predicts which round contestants will make it to at the Scripps National Spelling Bee. The good news is, if you aren't particularly gritty now, there is something you can do about it. People who lack grit more often than not believe that they just don't have the innate abilities successful people have. If that describes your own thinking well, there's no way to put this nicely: you are wrong. As I mentioned earlier, effort, planning, persistence, and good strategies are what it really takes to succeed. Embracing this knowledge will not only help you see yourself and your goals more accurately, but also do wonders for your grit. **7. Build your willpower muscle.**

Your self-control “muscle” is just like the other muscles in your body when it doesn't get much exercise, it becomes weaker over time. But when you give it regular workouts by putting it to good use, it will grow stronger and stronger, and better able to help you successfully reach your goals. To build willpower, take on a challenge that requires you to do something you'd honestly rather not do. Give up high-fat snacks, do 100 sit-ups a day, stand up straight when you catch yourself slouching, try to learn a new skill. When you find yourself wanting to give in, give up, or just not bother don't. Start with just one activity, and make a plan for how you will deal with troubles when they occur (“If I have a craving for a snack, I will eat one piece of fresh or three pieces of dried fruit.”) It will be hard in the beginning, but it will get easier, and that's the whole point. As your strength grows, you can take on more challenges and step-up your self-control workout. **8. Don't tempt fate.** No matter how strong your willpower muscle becomes, it's important to always respect the fact that it is limited, and if you overtax it you will temporarily run out of steam. Don't try to take on two challenging tasks at once, if you can help it (like quitting smoking and dieting at the same time). And don't put yourself in harm's way many people are overly-confident in their ability to resist temptation, and as a result they put themselves in situations where temptations abound. Successful people know not to make reaching a goal harder than it already is. **9. Focus on what you will do, not what you won't do.** Do you want to successfully lose weight, quit smoking, or put a lid on your bad temper? Then plan how you will replace bad habits with good ones, rather than focusing only on the bad habits themselves. Research on thought suppression (e.g., “Don't think about white bears!”) has shown that trying to avoid a thought makes it even more active in your mind. The same holds true when it comes to behavior by trying not to engage in a bad habit, our habits get strengthened rather than broken. If you want to change your ways, ask yourself, What will I do instead? For example, if you are trying to gain control of your temper and stop flying off the handle, you might make a plan like “If I am starting to feel angry, then I will take three deep breaths to calm down.” By using deep breathing as a replacement for giving in to your anger, your bad habit will get worn away over time until it disappears completely. It is my hope that, after reading about the nine things successful people do differently, you have gained some insight into all the things you have been doing right all along. Even more important, I hope are able to identify the mistakes that have derailed you, and use that knowledge to your advantage from now on. Remember, you don't need to become a different person to become a more successful one. It's never what you are,

but what you do. **How to Manage Someone You Don't Like** Everybody complains about incompetent bosses or dysfunctional co-workers, but what about irritating direct reports? What should you do if the person you manage drives you crazy? If the behavior is a performance issue, there's a straightforward way to address what's irking you but what do you do when it's an interpersonal issue? Is it possible to be a fair boss to someone you'd avoid eating lunch with or must you learn to like every member of your team?

Don'ts: In Dress and Personal Habits

1. Don't go with your boots unpolished; but don't have the polishing done in the public highway. A gentleman perched on a high curb-stone chair, within view of all passersby; while he is having executed this finishing touch to his toilet, present a picture more unique than dignified. **2.** Don't wear trinkets, shirt pins, finger-rings, or anything that is solely ornamental. One may wear shirt-studs, a scarf-pin, a watch-chain and seal, because these articles are useful; but the plainer they are the better. **3.** Don't be a “swell” or a “dude”, or whatever the fop of the period may be called. **4.** Don't wear dressing-gown and slippers anywhere out of your bedroom. To appear at table or in any company in this grab is the very soul of vulgarity. It is equally vulgar to sit at table or appear in company in one's shirt sleeves.

WISE MEN'S WISDOM

1. *Employ your time in improving yourself by other men's writings, so that you shall gain easily what others have labored hard for. — Socrates* **2.** *Love is the only force capable of transforming an enemy into friend. — Martin Luther King, Jr.* **3.** *If two friends ask you to judge a dispute, don't accept, because you will lose one friend; on the other hand, if two strangers come with the same request, accept because you will gain one friend. — Saint Augustine* **4.** *People with clear, written goals, accomplish far more in a shorter period of time than people without them could ever imagine. — Brian Tracy* **5.** *Honesty and integrity are absolutely essential for success in life - all areas of life. The really good news is that anyone can develop both honesty and integrity. — Zig Ziglar* **6.** *Running away from any problem only increases the distance from the solution. The easiest way to escape from the problem is to solve it. — Unknown* **7.** *People do make mistakes and I think they should be punished. But they should be forgiven and given the opportunity for a second chance. We are human beings. — David Millar*

Jokes

- A friend of mine was a frequent user of a pay

telephone at a popular truck stop, and was greatly inconvenienced when the phone went out of commission. Repeated requests for repair brought only promises. After several days, the phone company was again contacted and told that there was no longer a rush. The phone was now working fine--except that all money was being returned upon completion of each call. A repairman arrived within the hour!

- A young man asked an old rich man how he made his money. The old guy fingered his worsted wool vest and said, "Well, son, it was 1932. The depth of the Great Depression. I was down to my last nickel. "I invested that nickel in an apple. I spent the entire day polishing the apple and, at the end of the day, I sold the apple for ten cents. "The next morning, I invested those ten cents in two apples. I spent the entire day polishing them and sold them at 5:00 pm for 20 cents. I continued this system for a month, by the end of which I'd accumulated a fortune of \$1.37." "And that's how you built an empire?" the boy asked. "Heavens, no!" the man replied. "Then my wife's father died and left us two million dollars."

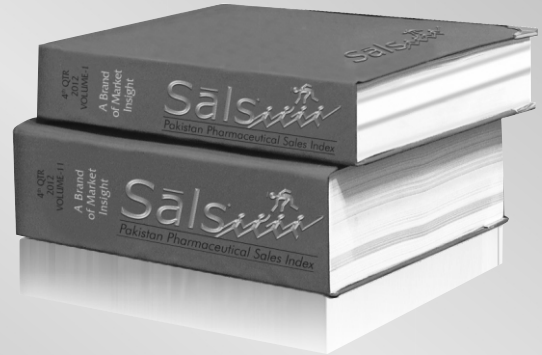


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