

Sāls LETTER

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Information and tips for pharmaceutical executives

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"We must get beyond textbooks, go out into the bypaths... and tell the world the glories of our journey." John Hope Franklin

FDA Reminder: Stop Prescribing/Dispensing Prescription Combinations with more than 325 mg Acetaminophen

April 28, 2014 -- FDA is reminding health care professionals to stop prescribing and pharmacists to stop dispensing prescription combination drug products that contain more than 325 milligrams (mg) of acetaminophen per tablet, capsule, or other dosage unit. If a pharmacist receives a prescription for a combination product with more than 325 mg of acetaminophen (paracetamol) per dosage unit, FDA recommends that they contact the prescriber to discuss a product with a lower dose of acetaminophen. These products are no longer considered safe by FDA and have been voluntarily withdrawn. We encourage pharmacists to return them to the wholesaler or manufacturer. These products were voluntarily withdrawn by the manufacturers at FDA's request to protect consumers from the risk of severe liver damage, which can result from taking too much acetaminophen. FDA also asks wholesalers to remove the product codes for all prescription combination drug products containing more than 325 mg of acetaminophen per dosage unit from their ordering systems and return all products to the manufacturers.

New immunotherapy uses patient's cells to attack tumors

Scientists have long been searching for a way to harness patients' immune systems to attack their own cancer, and researchers may have figured out just the way to do it. The

approach, outlined in the May 9 issue of *Science*, merges ideas from two hot fields in cancer drug development--immunotherapy and genetics--to target patient-specific mutations driving the growth of the cancer. In that sense, the therapy could hypothetically be tailored to any kind of cancer. "The method we have developed provides a blueprint for using immunotherapy to specifically attack sporadic or driver mutations, unique to a patient's individual cancer," said Dr. Steven Rosenberg, chief of the surgery branch in National Cancer Institute's Center for Cancer Research, in a statement. Immunotherapy has so far shown promise in more rare cancers, like melanoma and kidney cancers, but the conundrum in immunotherapy development has been how to treat more common epithelial cell cancers. Previously, scientists did not know whether the human immune system was able to mount an effective response against mutant proteins produced by these epithelial cell cancers, or if such a response could even be used to develop a personalized immunotherapy. Epithelial cells line the body's internal and external surfaces, such as the skin, and are known to give rise to about 80% of common cancers, such as those in the digestive tract, lung, pancreas, bladder and other areas of the body. Taking a type of immune cells called tumor-infiltrating lymphocytes, or TILs, from the patient, researchers used whole-exome sequencing to pick out those with the best antitumor activity--those that matched a mutation found in her cancer cell. They then grew a huge quantity of TIL cells in a lab that were found to react to the mutation and infused them into the patient. After the TIL cells transfer, the patient's metastatic lung and liver tumors stabilized. After about 13 months, the patient's cancer progressed, and she was retreated with the therapy, in which 95% of the transferred cells were T cells specific to the cancer mutation. Six months after the second treatment, the patient's lung and liver tumors shrank.

Lack of will power has caused more failure than lack of intelligence or ability --- Flower A. Newhouse.

Aspirin May Reduce Ovarian Cancer Risk

A daily aspirin may reduce the risk of ovarian cancer, a new study suggests. Further research will be needed to confirm the finding. More than 20,000 women nationwide are expected to be diagnosed with ovarian cancer in 2014, and at least 14,000 will likely die from the disease. If caught early, ovarian cancer can often be successfully treated. However, its symptoms can mimic more common conditions, such as digestive and bladder disorders, so it's usually not diagnosed until advanced stages. Late-stage ovarian cancer leaves women with limited treatment options and poor prognoses, making prevention particularly important. Chronic or persistent inflammation is known to raise the risk for cancer and other diseases. Studies suggest that reducing inflammation with drugs such as aspirin and non-aspirin NSAIDs (non-steroidal anti-inflammatory drugs) may reduce overall cancer risk. However, studies of whether these drugs influence ovarian cancer risk have been inconclusive.

A team led by Drs. Britton Trabert and Nicolas Wentzensen of NIH's National Cancer Institute (NCI) investigated associations between ovarian cancer and aspirin, non-aspirin NSAIDs, or acetaminophen use. The researchers analyzed data from 12 large studies that together included nearly 8,000 women with ovarian cancer and 12,000 without. The results were reported in the February 2014 issue of the *Journal of the National Cancer Institute*. Overall, 18% of the women reported using aspirin regularly (at least once per week), 24% used non-aspirin NSAIDs regularly, and 16% used acetaminophen. Women who reported daily aspirin use had a 20% lower risk of ovarian cancer than those who used aspirin less than once per week. Results for non-aspirin NSAID use, which include a wide variety of drugs, were less clear. The scientists observed a 10% lower ovarian cancer risk among women who used NSAIDs at least once per week compared with those who used NSAIDs less frequently. However, the finding was not statistically significant; it may be due to chance. Acetaminophen, which relieves pain but doesn't reduce inflammation, wasn't associated with reduced ovarian cancer risk.

These findings add ovarian cancer to a growing list of cancers that might be prevented by aspirin use. "Our study suggests that aspirin regimens, proven to protect against heart attack, may reduce the risk of ovarian cancer as well.

AstraZeneca may have a gout blockbuster on its hands with lesinurad

With the rates of gout on the rise throughout the world, AstraZeneca (\$AZN) and its Phase III therapy lesinurad could be lined up for a lead role in a growing market, welcome news for the sluggish pharma giant and its thin late-stage pipeline. As *Bloomberg* points out, the disease is on the rise in the West, afflicting 8.3 million Americans by 2011 and increasing 64% in the U.K. from 1997 to 2012, and roughly 17.7 million patients are expected to come down with gout by 2021, according to a study. Meanwhile, current treatments are limited to the 50-year-old generic allopurinol and Takeda and Ipsen's (\$IPN) febuxostat, a drug approved in 2009 that doesn't work in every patient, the news service notes.

That sets the stage for AstraZeneca and its promising lesinurad. The drug is a selective uric acid re-absorption inhibitor that blocks the URAT1 transporter, treating the painful condition by normalizing acid excretion and reducing serum levels. In top-line results from a Phase III study on gout patients who get no benefit from allopurinol and febuxostat, lesinurad alone significantly reduced serum levels of uric acid, AstraZeneca said.

But what has analysts optimistic that lesinurad can cross the \$1 billion threshold is the promise of combo treatments. AstraZeneca is in the midst of three more Phase III trials to suss out how the drug works in tandem with allopurinol or febuxostat, expecting to report data by mid-year. If those go well, a cocktail led by lesinurad could become a go-to treatment for physicians around the world, giving AstraZeneca a standard-bearing treatment for a growing global scourge.

Standing in its way, however, are some alarming safety issues that could spell trouble once lesinurad has its day at the FDA. In the Phase III monotherapy trial, the drug increased patients' risks of kidney trouble and led to a few serious adverse events, the company said, withholding specifics but saying that other side effects included diarrhea, nausea and constipation. Analysts will certainly be keeping an eye on any kidney risks with each new spate of Phase III data. Lesinurad was the center of AstraZeneca's \$1.3 billion acquisition of Ardea Biosciences in 2012.

AstraZeneca slaps down Pfizer's 'final' \$119B takeover bid

Pfizer upped its bid for AstraZeneca to a fourth and "final" offer of £55 a share, or about \$119 billion. But the U.K. pharma giant quickly slapped it down, and AstraZeneca Chairman Leif Johansson condemned the tax inversion scheme at the heart of the proposal--along with the cost-

cutting that would have followed the megamerger--and confidently chose to gamble the company's future on its new and expanded pipeline. AstraZeneca's swelled shares tumbled 11% on the news.

Pfizer's Ian Read clearly asserted that his final bid would be AstraZeneca's last chance to negotiate a merger. The £55 bid hit the "magic number" that bankers close to these talks had said would force the reluctant U.K. pharma giant to the table. But Pfizer also discarded an ace in the hole, swearing off any threat of a hostile takeover and leaving the ball in AstraZeneca's court. Now that AstraZeneca has slapped that ball back, Pfizer may have little choice but to find a new game--unless some big shareholders force a rethink in the next few days. Analysts scratching their heads over an unexpected attempt to revive the pharma megamerger after repeated failures will be left wondering what Pfizer could pull out of its sleeve now.

This is the fourth proposal Pfizer has made and Pfizer believes that this final proposal provides a clear basis for AstraZeneca to extend the period for making a firm offer under the Code and to meaningfully engage with Pfizer. Over the weekend, various media groups from *Reuters* to *The Telegraph* were sending out signals from banking insiders that a £55 offer would successfully force AstraZeneca's board to the bargaining table. It's not over yet. Another one of AstraZeneca's big investors appears to have joined the rebel group demanding that the board get to the bargaining table and see where it can take Pfizer's latest offer. Lining up behind AstraZeneca's board: Neil Woodford, the influential fund manager who feels that a Pfizer takeover would damage R&D, Sweden's Investor AB (feeling protective of Sweden's remaining research hub), Fidelity and Aberdeen. *Reuters* adds that the big investor Threadneedle is also backing the board's rejection. This wouldn't be the first time that AstraZeneca's big shareholders forced a change at the company. CEO David Brennan was forced out after investors grew increasingly restive in the face of repeated setbacks in R&D. And now some of them have their sights set on Chairman Leif Johansson and CEO Pascal Soriot, who have adamantly maintained that the company has turned the corner. It remains to be seen, though, whether the dissidents can gain enough support to force negotiations.

Development of Antibiotics to Treat Tuberculosis

Researchers designed and tested a class of new antibiotics to treat tuberculosis. The work represents an initial step in developing therapies to combat drug-resistant forms of the disease.

TB is a contagious disease caused by infection with *Mycobacterium tuberculosis (Mtb)* bacteria. It's spread through the air and usually affects the lungs. It's a leading cause of disability worldwide and results in 1.3 million deaths per year.

TB is treated with antibiotic drugs. However, the bacteria can evolve to become resistant to these medications. Multidrug-resistant (MDR) TB currently requires treatment for up to 2 years with several antibiotics that may have serious side effects. Extensively drug-resistant (XDR) TB has been reported in 92 countries, with some strains resistant to all available drugs. An international research team led by Dr. Richard E. Lee of St. Jude Children's Research Hospital in Memphis set out to develop new drugs that could work against drug-resistant strains of *Mtb* but have minimal side effects.

DNA Barcodes Interrogate Cancer Cells

A mix of cells collected from an abdominal cancer. The cancer cells (green) are positive for a cell surface cancer marker called EpCAM. The red cell is a normal mesothelial cell. The nuclei of all the cells are stained blue. Each of the five rows in the red, orange, and yellow "heat map" in the corner represents one cell, and the intensity of the color in each of the ~30 narrow columns reflects the abundance of a particular protein. It is apparent that there is a lot of heterogeneity in this collection of cancer cells. The proteins speckling the surface of a cancer cell reveal critical clues the type of cancer cell and a menu of possible mutations that may have triggered the malignancy. Since these proteins are exposed on the outside of the cell, they are also ideal targets for so-called precision cancer therapies (especially monoclonal antibodies), optimized for the particular individual. But in the past, to analyze and identify these different proteins, large samples of tissue have been needed. Typically, these are derived from surgical biopsies. But biopsies are expensive and invasive. Furthermore, they aren't a practical option if you want to monitor the effects of a drug in a patient closely over time.

Using a minimally invasive method of cell sampling called fine needle aspiration, physicians can collect miniscule cell samples frequently, cheaply, and safely. But, until now, these tiny samples only provided enough material to analyze a handful of cell surface proteins. So, it comes as particularly good news that NIH-funded researchers at Massachusetts General Hospital in Boston have developed a new technology that quickly identifies hundreds of these proteins simultaneously, using just a few of the patient's cells. The key to this new method is a clever adaptation of

the familiar barcode. The new tool is based on antibody sensing, in which each antibody recognizes a specific protein on the cell's surface and binds to it. But the researchers needed a highly sensitive method to detect which antibodies had bound to the small number of cells present. So they tethered each antibody to a unique single strand of DNA, 70 letters (A, C, G, or T) long the barcode which snaps off when the sample is exposed to ultraviolet light. The barcodes are then collected, labeled with fluorescent molecules, photographed, and analyzed. Each barcode reveals the identity of a protein; the number of each barcode reveals the quantity of each protein on the cell surface.

To test the technology, the researchers identified 88 different protein targets on breast cancer cells. They also showed that six samples of lung adenocarcinoma cells that looked identical under the microscope had very different cell surface proteins: suggesting that the six patients required quite different therapies. This technology has applications beyond cancer to any circumstance where cell populations are accessible and changing in response to therapy. (Think autoimmune disorders, for example.) We could collect cell samples from a patient, test a range of drugs, and then examine cell surface proteins which change with time and drug efficacy to determine the best therapy.

GlaxoSmithKline eyes rare disease to widen its respiratory lead

GlaxoSmithKline (\$GSK) is looking to deepen its respiratory pipeline with another late-stage trial of the injectable mepolizumab, this time studying the drug's effects in a rare inflammatory disease that can be life-threatening. In partnership with the National Institutes of Health, GSK is planning to study its treatment in patients who have eosinophilic granulomatosis with polyangiitis (EGPA), which leads to widespread inflammation in the walls of small blood vessels and can affect multiple organs, the company said. The disease, formerly known as Churg-Strauss syndrome, affects about 4,300 patients in the U.S. and 5 European countries, according to GSK. Mepolizumab is already in the midst of a Phase III trial in severe asthma, following up on a mid-stage study in which patients in the treatment arm experienced half as many clinically significant attacks as those on placebo. The drug works by blocking the interleukin 5 cytokine and thus lowering white blood cell levels, helping to reduce inflammation in the lungs and other organs. Meanwhile, GSK is maintaining the world's most successful respiratory drug franchise, led by the multibillion-dollar Advair and its recently approved heirs, the Elliptas Breo and Anoro. Mepolizumab is among

the few candidates in the company's respiratory pipeline not developed alongside partner Theravance (\$THR).

A 1-Minute Trick for Better Negotiations

How do you negotiate better? Simple: Beforehand, take a minute or two to focus on what you have to gain and what you hope to achieve and banish all thoughts of what you might lose. List everything you hope to accomplish and the ways you will benefit if you are successful. Re-read this list just before the negotiation begins. Throughout the exercise, it's important to try not to focus on what could go wrong. Great negotiators stay focused on their ideal target, despite the risks they face. With practice, this focus-training will become easier and, eventually, automatic.

The Best Leaders Are Humble Leaders

In a global marketplace where problems are increasingly complex, no *one* person will ever have all the answers. That's why Google's SVP of People Operations, Lazlo Bock, says humility is one of the traits he's looking for in new hires. "Your end goal," explained Bock, "is what can we do together to problem-solve. I've contributed my piece, and then I step back." And it is not just humility in creating space for others to contribute, says Bock's "intellectual humility. Without humility, you are unable to learn." A [recent Catalyst study backs this up](#), showing that humility is one of four critical leadership factors for creating an environment where employees from different demographic backgrounds feel included. In a survey of more than 1500 workers from Australia, China, Germany, India, Mexico, and the U.S., we found that when employees observed altruistic or selfless behavior in their managers a style characterized by 1) acts of humility, such as learning from criticism and admitting mistakes); 2) empowering followers to learn and develop; 3) acts of courage, such as taking personal risks for the greater good; and 4) holding employees responsible for results they were more likely to report feeling included in their work teams. This was true for both women and men. Employees who perceived altruistic behavior from their managers also reported being more innovative, suggesting new product ideas and ways of doing work better. Moreover, they were more likely to report engaging in team citizenship behavior, going beyond the call of duty, picking up the slack for an absent colleague all indirect effects of feeling more included in their workgroups. Our research was also able to isolate the combination of two separate, underlying sentiments that make employees feel included: uniqueness *and* belongingness. Employees feel unique when they are recognized for the distinct talents and skills

they bring to their teams; they feel they belong when they share important commonalities with co-workers.

Nonetheless, our study raises one common, perhaps universal implication: To promote inclusion and reap its rewards, leaders should embrace a selfless leadership style. Here are some concrete ways to get started based on both our current research and our ongoing study of leadership development practices at one company, Rockwell Automation: **Share your mistakes as teachable moments.** When leaders showcase their own personal growth, they legitimize the growth and learning of others; by admitting to their own imperfections, they make it okay for others to be fallible, too. We also tend to connect with people who share their imperfections and foibles they appear more “human,” more like us. Particularly in diverse workgroups, displays of humility may help to remind group members of their common humanity and shared objectives. **Engage in dialogue, not debates.** Another way to practice humility is to truly engage with different points of view. Too often leaders are focused on swaying others and “winning” arguments. When people debate in this way, they become so focused on proving the validity of their own views that they miss out on the opportunity to learn about *other* points of view. Inclusive leaders are humble enough to suspend their own agendas and beliefs. In so doing, they not only enhance their own learning but they validate followers' unique perspectives. **Embrace uncertainty.** Ambiguity and uncertainty are par for the course in today's business environment. So why not embrace them? When leaders humbly admit that they don't have all the answers, they create space for others to step forward and offer solutions. They also engender a sense of interdependence. Followers understand that the best bet is to rely on each other to work through complex, ill-defined problems. **Role model being a “follower.”** Inclusive leaders empower *others* to lead. By reversing roles, leaders not only facilitate employees' development but they model the act of taking a different perspective, something that is so critical to working effectively in diverse teams.

Managing Your Boss

The fact is, bosses need cooperation, reliability, and honesty from their direct reports. Managers, for their part, rely on bosses for making connections with the rest of the company, for setting priorities, and for obtaining critical resources. If the relationship between you and your boss is rocky, then it is you who must begin to manage it. When you take the time to cultivate a productive working relationship by understanding your boss's strengths and weaknesses, priorities, and work style everyone wins.

To many people, the phrase “managing your boss” may sound unusual or suspicious. Because of the traditional

top-down emphasis in most organizations, it is not obvious why you need to manage relationships upward unless, of course, you would do so for personal or political reasons. But we are not referring to political maneuvering or to apple polishing. We are using the term to mean the process of consciously working with your superior to obtain the best possible results for you, your boss, and the company. Recent studies suggest that effective managers take time and effort to manage not only relationships with their subordinates but also those with their bosses. These studies also show that this essential aspect of management is sometimes ignored by otherwise talented and aggressive managers. Indeed, some managers who actively and effectively supervise subordinates, products, markets, and technologies assume an almost passively reactive stance vis-à-vis their bosses. Such a stance almost always hurts them and their companies.

If you doubt the importance of managing your relationship with your boss or how difficult it is to do so effectively, consider for a moment the following sad but telling story: Frank Gibbons was an acknowledged manufacturing genius in his industry and, by any profitability standard, a very effective executive. In 1973, his strengths propelled him into the position of vice president of manufacturing for the second largest and most profitable company in its industry. Gibbons was not, however, a good manager of people. He knew this, as did others in his company and his industry. Recognizing this weakness, the president made sure that those who reported to Gibbons were good at working with people and could compensate for his limitations. The arrangement worked well. In 1975, Philip Bonnevie was promoted into a position reporting to Gibbons. In keeping with the previous pattern, the president selected Bonnevie because he had an excellent track record and a reputation for being good with people. In making that selection, however, the president neglected to notice that, in his rapid rise through the organization, Bonnevie had always had good-to-excellent bosses. He had never been forced to manage a relationship with a difficult boss. In retrospect, Bonnevie admits he had never thought that managing his boss was a part of his job. Fourteen months after he started working for Gibbons, Bonnevie was fired. During that same quarter, the company reported a net loss for the first time in seven years. Many of those who were close to these events say that they don't really understand what happened. This much is known, however: While the company was bringing out a major new product a process that required sales, engineering, and manufacturing groups to coordinate decisions very carefully a whole series of misunderstandings and bad feelings developed between

Gibbons and Bonnevie. For example, Bonnevie claims Gibbons was aware of and had accepted Bonnevie's decision to use a new type of machinery to make the new product; Gibbons swears he did not. Furthermore, Gibbons claims he made it clear to Bonnevie that the introduction of the product was too important to the company in the short run to take any major risks. As a result of such misunderstandings, planning went awry: A new manufacturing plant was built that could not produce the new product designed by engineering, in the volume desired by sales, at a cost agreed on by the executive committee. Gibbons blamed Bonnevie for the mistake. Bonnevie blamed Gibbons.

Making Yourself Indispensable

A manager we'll call Tom was a midlevel sales executive at a *Fortune* 500 company. After a dozen or so years there, he was thriving—he made his numbers, he was well liked, he got consistently positive reviews. He applied for a promotion that would put him in charge of a high-profile worldwide product-alignment initiative, confident that he was the top candidate and that this was the logical next move for him, a seemingly perfect fit for his skills and ambitions. His track record was solid. He'd made no stupid mistakes or career-limiting moves, and he'd had no run-ins with upper management. He was stunned, then, when a colleague with less experience got the job. What was the matter? As far as Tom could tell, nothing. Everyone was happy with his work, his manager assured him, and a recent 360-degree assessment confirmed her view. Tom was at or above the norm in every area, strong not only in delivering results but also in problem solving, strategic thinking, and inspiring others to top performance. "No need to reinvent yourself," she said. "Just keep doing what you're doing. Go with your strengths."

But how? Tom was at a loss. Should he think more strategically? Become even more inspiring? Practice problem solving more intently?

It's pretty easy and straightforward to improve on a weakness; you can get steady, measurable results through linear development—that is, by learning and practicing basic techniques. But the data from our decades of work with tens of thousands of executives all over the world has shown us that developing strengths is very different. Doing more of what you already do well yields only incremental improvement. To get appreciably better at it, you have to work on complementary skills what we call *nonlinear* development. This has long been familiar to athletes as cross-training. A novice runner, for example, benefits from doing stretching exercises and running a few times a week, gradually increasing mileage to build up endurance and muscle memory. But an experienced marathoner won't get significantly faster merely by running ever longer distances. To reach the next level, he needs to supplement

that regimen by building up complementary skills through weight training, swimming, bicycling, interval training, yoga, and the like. So it is with leadership competencies. To move from good to much better, you need to engage in the business equivalent of cross-training. If you're technically adept, for instance, delving even more deeply into technical manuals won't get you nearly as far as honing a complementary skill such as communication, which will make your expertise more apparent and accessible to your coworkers. In this article we provide a simple guide to becoming a far more effective leader. We will see how Tom identified his strengths, decided which one to focus on and which complementary skill to develop, and what the results were. The process is straightforward, but complements are not always obvious.

How to Survive Climate Change and Still Run a Thriving Business: Checklists for Smart Leaders

Climate change presents clear and pressing threats to business materials and product shortages, price volatility, legal bans or consumer backlash, and damaged transportation infrastructure, to name just a few. But there are opportunities as well. Lowitt, a consultant in the sustainability field, has developed a series of detailed checklists that will help smart managers reduce operational, regulatory, and reputational risk while finding new ways to cut costs, improve performance, enhance customer relationships, and otherwise increase competitiveness. The checklist recommendations, tested and refined through Lowitt's research into and work with firms including Coca-Cola, GE, and Owens Corning, cover four broad areas in the product life cycle: sourcing, manufacturing, distribution, and consumption. Actions range from educating and incentivizing employees to use climate change-conscious behavior to measuring and reporting key metrics to determining when alternative materials, methods, sites, or contract partners may be called for.

Coaching the Toxic Leader

In his work as an executive coach, psychotherapist Kets de Vries sometimes comes across bosses with mental demons. The four kinds he encounters most frequently are *pathological narcissists*, who are selfish and entitled, have grandiose fantasies, and pursue power at all costs; *manic-depressives*, who can leave a trail of emotional blazes behind them; *passive-aggressives*, who shy away from confrontation but are obstructive and underhanded; and *the emotionally disconnected*—literal-minded people who cannot describe or even recognize their feelings. Left unchecked, these personalities can warp the interactions, plans, and systems of entire organizations. But with

appropriate coaching, toxic bosses can learn to manage their conditions and become effective mentors and leaders.

Get Your Team to Do What It Says It's Going to Do

It's one thing to set goals and entirely another to get the people in your organization to actually accomplish them. To make the leap from vision to execution, you can't just define what needs doing; you also need to spell out the details of getting it done. One motivational tool that enables this is "if-then planning," which helps people express and carry out their intentions.

If-then plans work because contingencies are built into our neurological wiring, says social psychologist Halvorson. Humans are very good at encoding information in "If x, then y" terms and using such connections to guide their behavior, often unconsciously. When people decide exactly when, where, and how they'll fulfill a goal, they create a link in their brains between the situation or cue (If or when x happens) and the behavior that should follow (then I will do y). This creates powerful triggers for action. To date, most of the research on if-then plans has focused on individuals, but new studies show that they're very effective with groups, improving performance by sharpening focus and prompting members to execute key activities in a timely manner. If-then planning helps organizations avoid poorly expressed goals, groupthink, the tendency to cling to lost causes, and other problems. It pinpoints conditions for success, increases everyone's sense of responsibility, and helps close the troublesome gap between knowing and doing.

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. **3.** Don't wear your hat cocked over your eye, or thrust back upon your head. One method is rowdyish, the

other rustic. **5.** 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. **6.** 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. **7.** Don't be a "swell" or a "dude", or whatever the fop of the period may be called. **8.** 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.

The Rubaiyat **Omar Khayyem**

They say the Loin and Lizard keep
The Courts where Jamshyd gloried and drank deep;
And bahram, that great hunter---- the wild Ass
Stamps o'er his Head, but cannot break his Sleep.

I sometime think that never blows so red
The Rose as where some buried Caesar bled;
That every Hyacinth the Garden wears
Dropt in her Lap from some once lovely Head.

Wise Men's Wisdom

1. Regret for time wasted can become a power for good in the time that remains. --- *Arthur Brisbane* **2.** All good things which exist are the fruits of originality --- *John Stuart Mill* **3.** A single sunbeam is enough to drive away many shadows -- - *St. Francis of Assisi* **4.** When the fight begins within himself, a man's worth something --- *Robert Browning* **5.** Goodwill is the mightiest practical force in the universe --- *Talmudic saying* **6.** A virtue and a muscle are alike. If neither of them is exercised they get weak and flabby --- *Richard L. Rooney* **7.** A man who wants to lead the orchestra must turn his back on the crowd --- *James Crook* **8.** If a man empties his purse into his head, no one can take it away from him. An investment in knowledge always pays the best interest --- *Franklin* **9.** I am incurably convinced that the object of opening the mind, as of opening the mouth, is to shut it again on something solid --- *Gilbert K. Chesterton* **10.** Example is contagious behavior --- *Charles Reade*.

Joke

A man in his mid forties bought a new BMW and was out on the interstate for a nice evening drive. The top was down, the breeze was blowing through what was left of his hair and he decided to see what the engine had. As the needle jumped up to 80 mph, he suddenly saw flashing red and blue lights behind him. "There's no way they can catch a BMW," he thought to himself and opened her up further. The needle hit 90, then 100, and finally reality hit him and he knew he shouldn't run from the police, so he slowed down and pulled over. The cop came up to him, took his license without a word and examined it and the car. "It's been a long day, this is the end of my shift and it's Friday the 13th. I don't feel like more paperwork, so if you can give me an excuse for your driving that I haven't heard before, you can go." The guy thinks for a second and says, "Last week my wife ran off with a cop. I was afraid you were trying to give her back." "Have a nice weekend," said the officer and he walked away.

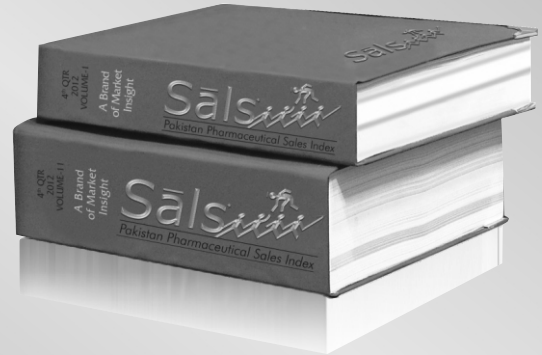
PharmaGuide GCC Edition Launched

PharmaGuide has launched its GCC Edition for the six GCC countries: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE from June 1, 2014.

The book is available in hardcopy and in Smartphone Version to be downloaded on Smartphones.

PharmaGuide GCC Edition provides information on medicines available in all six GCC countries including latest product prices in their local currencies.

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