

Another  
Bestseller  
from the Author of  
HardKnocks for the  
GreenHorn

# **SUPERVISION FOR THE SUPERWISER FRONT-LINE MANAGER**

**Tailor-made to Transform Medical Representatives  
and Front-line Managers into  
Future-proof Managers and Breakthrough Leaders**

**ANUP SOANS**



**SuperVision for the SuperWiser Front-line Manager** is a must for all front-line managers of every pharma company. It is tailor-made to transform Medical Reps to leadership positions.

*Akshya Mahapatra, Head Sales and Marketing, Glenmark Pharmaceuticals*

## Acknowledgements

**The highest reward for a man's toil is not what he gets for it, but what he becomes by it.**

- Ruskin

Michael Hartnett, my first FM, inspired the title for this book. He was truly a Super Wiser FM with a Super Vision and led his team from the trenches. **SuperVision for the SuperWiser FM** and **HardKnocks for the GreenHorn** are tributes to my mentors and peers in the pharmaceutical industry. We all live our lives in three stages **Learning, Earning and Returning**. In a sense, this book is my way of giving back to the industry and career that has given me so much\*\*. In addition to the emphasis I have placed on knowledge and skills, I have also highlighted the importance of principles, values and ethics, which I believe are necessary for individuals to make their work more meaningful, and organisations to make their businesses more responsible.

This book is a synthesis of my education through life, right from my student days with the Boy Scouts and the National Cadet Corps through my experience in pharmaceutical and medical publishing. Later I moved to the social sector, and sought to help motivate corporates make business socially responsible in association with likeminded NGOs. The reward for my endeavours was to be invited by the CII to interact with the President of India, A.P.J. Abdul Kalam, at the National Leadership Conclave for producing the India Vision document.

A career in pharmaceutical sales can be rewarding if one takes the time to plan one's career progression and then follow through with it doggedly. **SuperVision for the SuperWiser FM** has been written to inform, educate and inspire Professional Service Representatives (PSRs) and Front-line Managers to realise that the sky is the limit if they only follow the basic principles outlined in this book for progress in their careers and life.

I have met hundreds of top executives who began their careers as PSRs. Some were exceptionally talented; many were average, but exceptional in their commitment to professional progress. I have also met PSRs and FMs who were talented but did not make the right moves at the right time. They later became unhappy at the lost opportunities.

Preparation is the key word and **SuperVision for the SuperWiser FM** is designed to help one take the first step towards preparing for career advancement.

**If you will believe me, you who are young, yours is the golden season of life. As you have heard it called, so it verily is, the seed-time of life; in which, if you do not sow, or if you sow tares instead of wheat, you cannot expect to reap well afterwards, and you will arrive at little. And in the course of years when you come to look back, if you have not done what you have heard from your advisers, you will bitterly repent when it is too late.** - Thomas Carlyle

\*\* See Reminiscences Of Another Day on Page 158

PSRs working in cities like Mumbai, New Delhi, Bangalore, Chennai, Pune, Kolkata and Hyderabad have a great deal of opportunities open to them for earning a diploma, degree or MBA in marketing. PSRs in other cities, however, must scout for opportunities to earn a marketing qualification through online educational programs such as the one offered by NIIT in association with IIM, Kolkata. Nowadays, one can even work towards earning an international qualification so as to prepare for a global career.

In my case, I gained vast experience by attending professional seminars, reading books and magazines, and obtaining membership in professional bodies such as Advertising Clubs and Public Relations Society, all of which played a huge role in expanding my horizons. However, there were no tailor-made courses that taught prospective PSRs and practising FMs to succeed in their roles and functions. **SuperVision for the SuperWiser FM** is specifically designed to enable prospective PSRs and practicing FMs to understand the dynamics of leading people and managing businesses.

**SuperVision for the SuperWiser FM** is divided into three parts the first section talks about the basic and essential skills new Front-line Managers need to have, the second aims to help FMs gain emotionally intelligent leadership skills, and the third seeks to empower Front-line Managers to produce breakthrough results and progress to the next level of leadership.

While **SuperVision for the SuperWiser FM** is targeted primarily at the aspiring PSR and practising Front-line Manager, it will definitely prove of immense use to everyone involved in the pharmaceutical industry, including CEOs, marketing and HR executives, and even those involved in finance and research and development who wish to gain a cross-functional and holistic view of pharmaceutical business management.

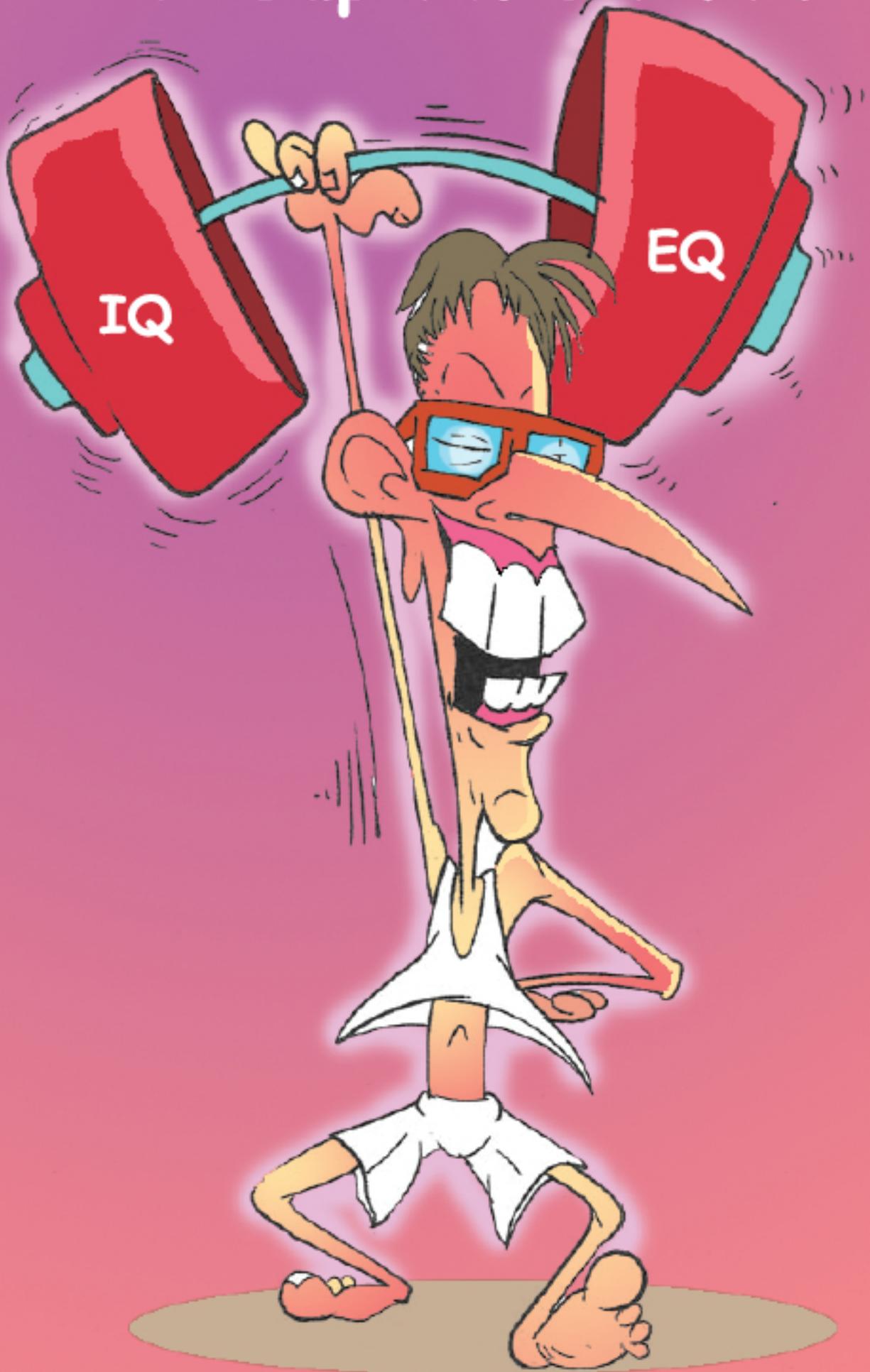
### Thank You

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Anup Soans  
Cooke Town,  
Bangalore.

**HardKnocks for the GreenHorn** is a companion book that together with **SuperVision for the SuperWiser FM** will set young PSRs and FMs on the road to true success in career and life.

# The SuperWiser FM



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**I find the great thing in this world is, not so much where we stand, as in what direction we are moving.**

- Johann Wolfgang von Goethe

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**Ask the great athlete or the concert pianist or the successful actor if they arrived at the place where they need no further practice. They will tell you that the higher you climb in proficiency and public acceptance, the greater the need for practice.** -Eric Butterworth

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**All the performances of human art, at which we look with praise or wonder, are instances of the resistless force of perseverance: it is by this that the quarry becomes a pyramid, and that distant countries are united by canals. If a man were to compare the effect of the single stroke of the pick-axe, or the impression of the spade with the general design or the last result, he would be overwhelmed by their sense of disproportion; yet those little operations incessantly continued, in time surmount the greatest difficulties, and mountains are levelled, oceans bounded, by the slender force of human beings.**

-Samuel Johnson

## **Career Progression in the Pharma Industry**

**You cannot escape the results of your thoughts. Whatever your present environment may be, you will fall, remain or rise with your thoughts, your vision, and your ideal. You will become as small as your controlling desire or as great as your dominant aspiration.**

- James Lane Allen

**Tomorrow's successful leaders will value PRINCIPLES more than they value companies.**

- Stephen Covey

**Because**

**People don't work for companies but for the direct boss they're engaged with.**

- Christian Haub, CEO, A&P Chain

**And**

**One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man.**

- Elbert Hubbard



## Pharma Career Prospects in the 21<sup>st</sup> Century

**Know the value of foresight. You can't predict the future but you must assess the future aspect of present events.**

- Peter Drucker

The Indian pharmaceutical industry has grown on a global scale and exports generic drugs to more than 65 countries. The world's largest pharma market, America, is its biggest customer. India has the largest number of FDA-approved drug manufacturing facilities outside America. Indian pharmaceutical companies now account for 35 per cent of Drug Master File (DMF) applications and one in four of all U.S. Abbreviated New Drug Application (ANDA) filings submitted to the FDA. Indian companies, including Ranbaxy, Cipla, Wockhardt, Dr. Reddy's, and Glenmark, have a truly global presence. Companies like Cipla are having a huge impact on global efforts to cope with AIDS. Names like Biocon are international success stories in emerging hi-tech fields like biotechnology.

Young professionals joining the Indian pharmaceutical sector have prospects of a high-growth career not only in the country but also at the global level. One must use the position of a Front-line Manager (FM) to prepare for opportunities in the global pharmaceutical market like the Indian techie has done in the global IT sector. Today, an Indian techie travels to global destinations for lucrative short- and long-term assignments. The universality of software languages and programming has made it easy for him or her to gain global acceptance. Likewise, not only has India gained global acceptance for its generic drugs but also for its medical and scientific professionals. PSRs should gain knowledge, skills and qualifications that would open doors for a lucrative global career.

Already, doctors of Indian origin form the largest expatriate group of its kind in America. Indian nurses are immigrating to the US and other developed countries by the thousands, and so are other health professionals such as physiotherapists and pharmacists. Indian healthcare professionals, including PSRs, have made a mark for themselves in the remunerative Middle East market.

Now is the time for Indian pharmaceutical sales and marketing professionals to embark on a global career. PSRs working in the Indian pharmaceutical market can easily gain knowledge of internationally marketed drugs. By gaining practical and theoretical knowledge of various areas of management, they can prepare for a successful global career. **The position of a PSR is no longer a dead-end alley, but a position from which one can rise to great heights of career advancement both in India and abroad.**

**When change happens there are two choices: ride the wave; or get drowned by the wave.**

- Ann Grackin

Indian marketing professionals like Indra Nooyi have gone on to head the ultimate icon of international marketing PEPSI. These trailblazers should inspire young PSRs and FMs to gain skills needed to succeed internationally.

The Indian healthcare market is also growing at a rapid pace providing ample opportunities for career advancement. Opportunities and emoluments that were unheard of five years ago now await PSRs and FMs.

India currently spends 4.5 to 5 per cent of its GDP on healthcare, putting the nation among the 20 lowest-spending countries in the sector worldwide. Only 15 per cent of the population has some form of insurance. Even a fractional per capita increase on medicines by one billion Indians will lead to a massive increase in healthcare spending. Government initiatives to provide one billion citizens access to life-saving drugs will translate into a huge growth opportunity for the Indian pharmaceutical industry. India's affluent middle classes, who lead highly Westernised lives and suffer from chronic illnesses, will need medications to take them through their entire lives. This will help fuel a further growth of the Indian pharmaceutical industry.

These facts and figures are clear indications that a career in the pharmaceutical industry will have a high growth curve if one takes the time and trouble to build upon one's knowledge, skills and attitude required to succeed in this fast-growing, yet hyper-competitive sector.

Aiming for a promotion as an FM is the first step in career progression and an ambitious PSR should work towards this rather than rue over lost opportunities later on. Once you become an FM, there is no limit for future growth, if you read and re-read this and other books on self-development and skill acquisition. The most difficult skill is learning to lead people. The Front-line Manager's position gives one ample opportunity to develop people skills, which will remain the most important, regardless of the level to which one seeks to rise.

**SuperVision for the SuperWiser FM** aims to initiate the process of educating and equipping medical representatives (PSRs) as well as practising sales managers to take advantage of opportunities for an excellent career in both the Indian and global pharmaceutical markets.

**It is today we must create the world of the future.**

- Eleanor Roosevelt

## Moving from Selling to Managing

**Managing and Parenting are the only two key societal roles to which amateurs get promoted without the necessary training and internship.**

MANAGEMENT is a social innovation of modern times. We live in the MANAGEMENT ERA. People from all vocations aspire to reach the elevated status of a “MANAGER”. The proliferation of management institutes and the increase in the number of MBA graduates clearly indicates the importance and popularity of the profession of managers.

FMs (Front-line Managers) with good leadership skills to lead PSRs and the managerial competence to deliver business results are crucial to the pharmaceutical business. FMs have the power to influence the attitudes and behaviours of PSRs, which is the key to a successful implementation of promotional strategies. FMs are responsible for making marketing strategies sell on the field everyday by acting as the link between them and PSRs, doctors and chemists.

Data from PSR surveys shows that a good relationship with the FM is a key motivational factor (where monetary benefits was listed as the decisive factor). While PSRs affirm that their relationship with the FM is critical, it is interesting to note, however, that the more years of service they have put in, the less satisfied they tend to be with their FMs. This is an indicator that it is harder to motivate senior PSRs.

PSRs see personal development as a key factor for self-motivation. Not surprisingly, nearly 70 per cent of PSRs surveyed wanted either to reach a new position within their own company or to move to a new company altogether, within a year.

Clearly Front-line Managers have to be people-centred and face a two-fold challenge:

- Manage the expectations of PSRs by sincerely contributing towards their personal and professional development.
- Move up the ladder before PSRs grow weary of their leadership, but not before grooming a potential among the PSRs to take their place.

**Before you become a leader, success is all about growing your self. Once you become a leader success is all about growing others.**

- Jack Welch

## Leading PSRs in the New Economy

**A new leader has to be able to change an organisation that is dreamless, soulless and visionless... someone's got to make a wake-up call.**

-Warren Bennis

The blistering pace of growth of the Indian economy is bound to increase opportunities for talented Professional Service Representatives (PSRs) in other sectors too. In future, pharmaceutical companies will face competition not only from within the industry but also from BPOs and other sectors that provide better salaries, benefits and working conditions to young graduates. Front-line Managers (FMs) can no longer rely, therefore, on positional power to get things done. It will require more than the traditional carrot-and-stick methods to recruit, train and retain talented PSRs, and deliver the goods as well. Talented PSRs are not interested in dried-up carrots and are unafraid of the stick. FMs must learn to treat PSRs as they would treat 'A'-grade doctors. FMs play a critical role in leading PSRs and managing their productivity and, therefore, need to have Leadership Skills and be Emotionally Intelligent, in addition to the necessary Management Skills.

Front-line Managers (FMs) are entrusted with the company's most important resource - the Professional Service Representative (PSR). Once PSRs have been trained and posted on the field, FMs are responsible for leading them to be productive members of their sales teams. The intelligence, judgment and character of FMs play an important role in induction, training, development, motivation, behaviour and performance of PSRs. The chemistry between the FM and PSRs will determine the morale and performance of sales teams. **FMs can make or break PSRs.** In the absence of a clear understanding of the mechanism of their roles, FMs often end up alienating PSRs. Most FMs are ignorant of the level of mental maturity and leadership skills required for being men-managers. In the rush to meet deadlines so as to achieve targets, FMs push PSRs beyond the brink, only to make them join other companies. The modern FM must be skilled in influencing his team-members to get things done. He must persuade and not pressurise PSRs to deliver on company objectives.

**SuperVision for the SuperWiser FM** is written with a view to equipping aspiring PSRs and practicing FMs with critical skills needed to lead the next generation of PSRs.

**You can't always wait for the guys at the top. Every manager at every level in the organisation has an opportunity, big or small, to do something. Every manager's got some sphere of autonomy. Don't pass the buck up the line.**

- Bob Anderson

PERFORMANCE  
INCENTIVES



• ABE LOWDA •

## Preparing for the Role of a Front-line Manager

**The significant problems we face cannot be solved at the same level of thinking we were at when we created them.**

- Albert Einstein

Pharmaceutical companies recruit science and pharmacy graduates as PSRs for their ability to understand and execute scientific product promotions. Their skill at making sales determines the degree of success they experience as PSRs, which in turn determines their suitability for promotion to the level of FMs.

Pharmaceutical field sales is a very demanding job, in which the urgent has priority over the important, leaving little time for personal and professional development, which is critical to success as an FM. Some PSRs, in their rush for advancement, can neglect the planning and preparation needed to succeed.

The **Peter Principle**\* comes into play here. While the PSR might succeed in progressing to the next level and becoming a Front-line Manager, he might have skipped the very necessary step of first laying a proper professional foundation. The company thus might have lost a performing PSR and gained an ineffective Front-line Manager. For the performing PSR, it is natural to desire career advancement on the basis of his performance. But PSRs can pursue it with a single-minded WIIFM\* objective. He brings this WIIFM attitude to work and very soon his team-members get frustrated. Things could become uncomfortable if he encounters failure, which he would find difficult to accept. All this can be avoided if potential PSRs are properly equipped with necessary knowledge, skills and internship so that they can be groomed into successful FMs.

A PSR's total focus is on achieving sales targets. An FM also has to achieve them. But the difference is that he has to achieve these targets through people under his SuperVision. *As Captain of the team, he has to be a leader who influences PSR behaviour to align their personal goals with the team's objectives. As Business Manager of the company, he has to get PSRs to produce breakthrough performances, to achieve the organisational goals entrusted to him.* He is sandwiched between the concerns of his team-members and his responsibilities to his organisation. He needs leadership skills to lead his PSRs and managerial competence to deliver business results.

**A manager develops people - Through the way we manage, we make it easy or difficult for them to develop themselves. We direct people or misdirect them. We bring out what is in them or we stifle them. We strengthen their integrity or we corrupt them. We train them to stand upright and strong, or we deform them... whether we know it or not.**

- Peter Drucker

\*Read **HardKnocks for the GreenHorn** and learn to avoid the pitfalls of promotion without preparation.

\*\*WIIFM - What's In It for Me?

The Knowledge, Skills and Attitude of FMs need to be more developed than those of PSRs if they wish to earn their respect. In addition, FMs need leadership skills to draw out the best from PSRs under their supervision. They need SUPER VISION to see, imagine and visualise their team of PSRs performing as one unit to achieve organisational goals. The Front-Line Manager must function as the Playmaker-Coach, who knows the strengths of his PSRs and makes opportunities for them to produce their best. He must also know their weaknesses and train them to develop the required skills and attitude.

Most FMs do not have the luxury of going back to school to learn the art of leading people and managing businesses, although that would be the ideal option. FMs acquire skills by trial and error in the rough-and-tumble of the pharmaceutical sales minefield, and injuries are inevitable. Unless the FM is able to demonstrate clearly and convincingly that his leadership will be beneficial to his team-members, he will neither be able to inspire PSRs nor engage their energies to achieve organisational goals.

Professions like Medicine and Law require recognised qualifications, an internship experience and a licence to enter formal practice. However, the art of management, though also a critical function, can be picked up even by amateurs, especially those in pharmaceutical field sales, provided one makes conscious and determined efforts towards one's personal development. In conjunction with formal training, such pains can prove very rewarding and can greatly enhance the prospects of new FMs as well as practising sales managers. Aspiring PSRs should actively seek Mentors who can lead them to discover their full potential.

**SuperVision for the SuperWiser FM** has been written with the aim of initiating the process of equipping aspiring PSRs, new FMs and practising sales managers with soft-skills required to lead their sales teams effectively and hard-skills needed to manage their businesses productively.

**Companies can continue to give top priority to financial performance; but many now also realise that technical and intellectual skills are only part of the equation for success. A growing number of organisations are now convinced that people's ability to understand and to manage their emotions improves their performance, their collaboration with colleagues, and their interaction with customers. After decades of businesses seeing "hard stuff" and "soft stuff" as separate domains, emotional competence may now be a way to close that breach and to produce a unified view of workplace performance.**

-Fast Company

## Front-line Managers In Pharma Business Management

**Winning companies realise that they are only as strong as the Intelligence, Judgment, Competence and Character of their employees.**

The practice of promoting PSRs only on the basis of their sales performance and seniority is becoming redundant in progressive pharmaceutical companies. As India integrates itself into the global business arena, it must adopt globally competitive business practices. And prospective FMs as well as practising managers must acquire skills to keep pace with the changing roles of Front-line Managers in Pharma Business Management.

Globally, front-line sales managers are selected on the basis of their potential to take up higher responsibilities. The CEO of a pharmaceutical MNC once said that medical detailmen (as PSRs are called in the West) in his company had been selected on the basis of their potential to grow into future CEOs. That is VISION of a very high order. Western countries put great emphasis on leadership skills for all functional managers. Leadership skills enlarge one's vision to include the *Whole* in the *Part*. Managers begin to see their roles beyond the immediate and into the future, and take initiatives that go beyond the call of duty.

Today, the Indian cricket team has an administrative manager, a cricket manager, a coach, a sports physician, a physiotherapist and even a psychologist to boost the morale of its members. The cricket industry generates enough revenue through multifarious business activities such as the selling of telecast rights, sponsorship fees and display rights. They can even afford a manager for each player if needed. However, all other businesses focus on developing *lean and mean* teams comprising multi-skilled members. **The futuristic Front-Line Manager will have to be an expert in areas such as IT, HR, PR, Marketing, Event-Management and Promotions, in addition to possessing Customer Service and Selling Skills.** And acquiring leadership skills topped by emotional intelligence, in addition to management skills, is the only way by which FMs can reach the top of their game. The reward for those acquire these skills is enormous, as the competition for talent is heating up not only in India but also abroad.

**Many people have ideas on how to change others; few people have ideas on how to change themselves.**

-Tolstoy



"None of them KNOW that they DON'T KNOW, they insist on persisting with their If-it-ain't-broke-don't-fix-it approach."

**There are some things which cannot be learned quickly, and time, which is all we have, must be paid heavily for their acquiring. They are the very simplest things and because it takes a man's life to know them, the little new that each man gets from life is very costly and the only heritage he has to leave.**

- Ernest Hemingway

## **The Making of a SUPERWISER Front-line Manager with a SUPERVISION**

**The command-and-control leadership style is rapidly becoming replaced with visionary coaches, who empower their teams to turn their vision into reality. The problem facing businesses today is where to find such leaders. This leadership style, a requirement to sustain global status, is in short supply. Tomorrow's leaders need to be trained today.**

-Dennis Grimm

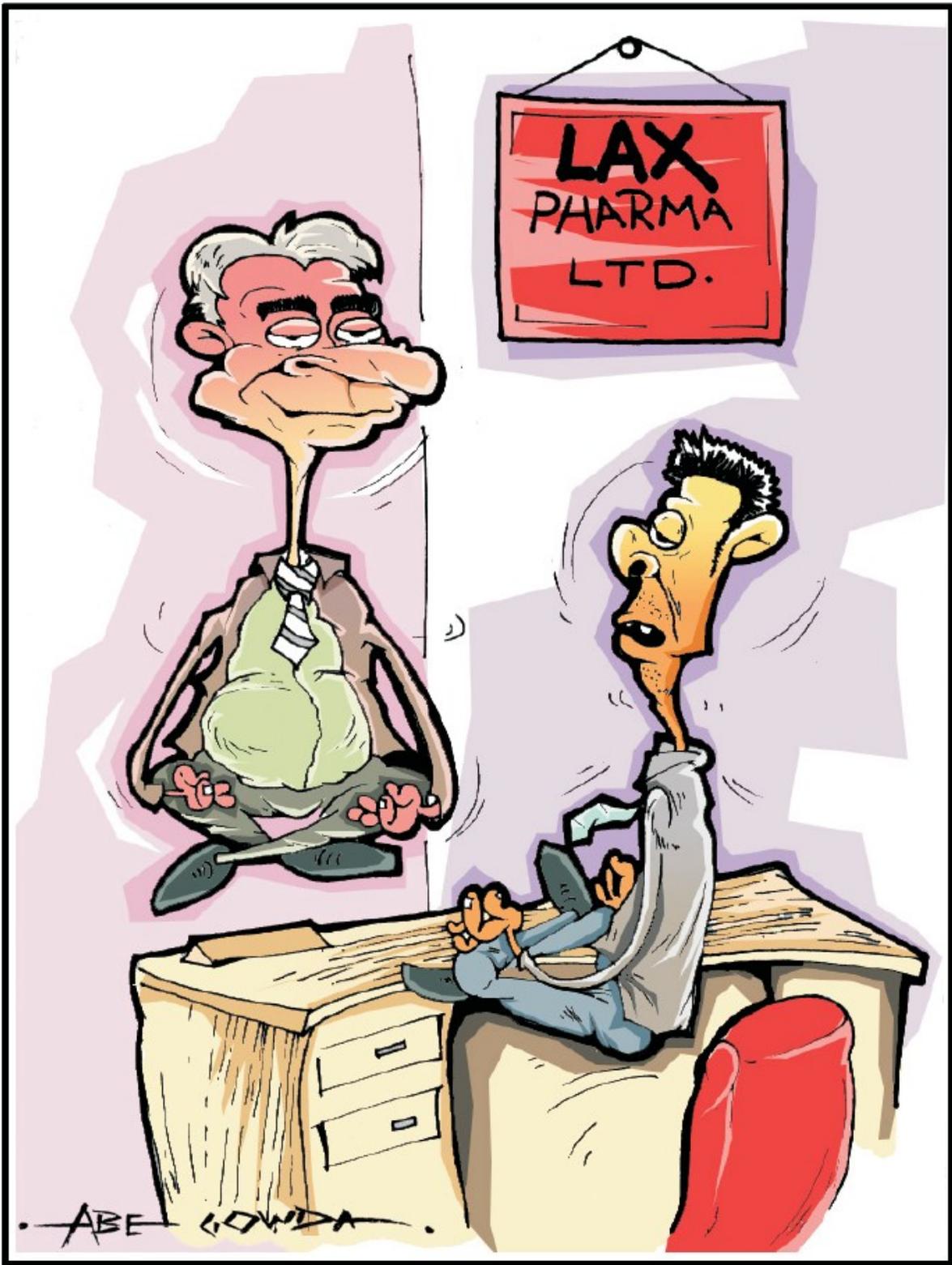
# **Three Skill Sets Required to Become a SUPERWISER FM WITH A SUPERVISION**

**Professional Knowledge**

**Managerial Competence**

**Emotional Intelligence**

**Take the pains required to become what you want to become, or you might end up**



"So you'd like a promotion, Raj? I believe you've reached the highest position you can in our firm."

## The Making of a Super Wiser Front-line Manager with a Super Vision

**The quality of leadership, more than any other single factor, determines the success or failure of an organisation.** - Fred Fiedler & Martin Chemers *in* Improving Leadership Effectiveness

Your greatest responsibility as an aspiring professional is to develop yourself. To remain successful, you must be willing to be on a continuous learning curve. Every level of career progression has different requirements. The challenge is to keep one step ahead of the requirements so as to avoid becoming incompetent. In future, there will be nothing like job security, only unlimited opportunities for which you must keep updating your knowledge, sharpening your skills, unlearning the obsolete and inventing the future to beat the Peter Principle\*.

Every organisation is made up of **Property, Processes, and People**; therefore, aspiring FMs need to be proficient in three skill areas in order to be effective in their work:

- 1. Professional Knowledge** about the business domain/therapeutic area (property) of the organisation, which is the Entry Point to Career Progression.
- 2. Managerial Competence** to manage the operational processes, which involves a combination of Professional Knowledge and Managerial Skills needed to Work Efficiently.
- 3. Emotional Intelligence** and Leadership Skills needed for Leading and contributing to the Development of People.

The FM needs to be proficient in the above areas in order to engage the PSR's energies towards achieving growth of the self, team and organisation. When the PSR is convinced that the organisation is the vehicle and the FM is the guide for reaching his destination, he will be enthusiastic and go all-out to achieve targets that have become an extension of his personal ambitions. The **Front-line Manager must become the SuperWiser leader who can articulate this SuperVision effectively to his PSRs.**

**Comparing the three domains, I found that for jobs of all kinds, emotional competencies were twice as prevalent among distinguishing competencies as were technical skills and purely cognitive abilities combined. In general, the higher a position in an organisation, the more EI mattered: for individuals in leadership positions, 85 per cent of their competencies were in the EI domain.** - Daniel Goleman

\*See HardKnocks for the GreenHorn

## Professional Knowledge

**Excellence is not an accomplishment. It is a spirit, a never-ending process.**

- Lawrence M. Miller

PK+PTR is the first step for a PSR to be considered for Promotion

Professional Knowledge (PK) and a good Performance Track Record (PTR) pave the way for PSRs to be considered for Promotion. Without PK and PTR, entry is denied. And anyone who tries to push through without either PK or PTR is setting himself up for failure and ridicule. PK and PTR give the potential PSR the credibility and confidence to lead a Sales Team. The Professional Knowledge of the FM has to be several degrees above that of a PSR in all areas pertaining to Pharmaceutical Sales and Marketing. The aspiring PSR/new FM must equip himself with:

- Knowledge of Anatomy, Physiology and Pharmacology, and the ability to answer questions and clear doubts that PSRs and doctors may have.
- Detailed Knowledge of Diseases, Doctors, Diagnostics and Drugs, and the ability to teach, train and coach PSRs if the need arises.
- Extensive knowledge of all aspects of the therapeutic field in which his company operates.
- While it is practically difficult to remember all details of Anatomy, Physiology, Pharmacology and Disease Management, the FM must know of the sources from which he can quickly and easily access the required information. Thus, aspiring PSRs/new FMs must be proficient in the use of the Internet, which is the Knowledge Portal of the New Millennium, in order to progress and Become effective in their line of work.

The Professional Knowledge required by pharmaceutical sales professionals is lucidly explained in the book, **HardKnocks for the GreenHorn\***. The book provides valuable insights on pharmaceutical field sales and is essential reading for prospective and practicing FMs to gain Professional Knowledge.

**Good management consists in showing average people how to do the work of superior people.**

- John D Rockefeller

\*A BroadSpektrum Publication by the same author

## Managerial Competence

**It is not a question of how well each process works; the question is how well they all work together.**

- Lloyd Dobens and Clare Crawford-Mason *in* Thinking About Quality

PSRs must understand, acquire and develop managerial competence if they wish to become successful Front-line Managers. Competence does not mean making no mistakes at all. Rather, you must anticipate scenarios and plan towards making fewer mistakes than your competitors. The Front-line Manager who makes the fewest mistakes wins the Selling game. Managerial Competence is proficiency in the knowledge and practice of functional skills that enable FMs to excel as Business Managers. The essential competencies for an FM are:

- **Basic management skills** to Plan, Organise, Execute and Monitor field sales operations.
- **People Skills** to train, coach, motivate and lead team members to work to their full potential. As an effective-FM, he must enable individual PSRs to align their personal goals with organisational objectives. He must lead by example to influence and impact the performance of PSRs.
- **Selling Skills**, or the ability to identify prospective prescribers and to lead PSRs to move doctors from Interest to Action. FMs must be skilled in Field Sales Management for effective territory coverage. They must have a clear understanding of the entire process of Pharmaceutical Sales Operations.
- **Proficiency in the use of Management Tools** such as Customer Service, Territory Management, Business Development, Supply Chain Management, Time Management, Team-Building and Relationship Management. His ability to teach these skills to PSRs will ensure an effective leadership of the team. PSRs should look to him to clear bottlenecks that hinder performance.
- **Profound Knowledge** of the importance of Management disciplines such as Marketing and Communications, which includes Advertising, Public Relations, Events and Promotions, and their impact on business outcomes.
- **Achievement Orientation** Above all, an FM must be achievement-oriented. As the Captain of the team, he must set performance expectations for PSRs and motivate them to work towards achieving these goals within the prescribed timeframe.

**There is no contest between the company that buys the grudging compliance of its work force and the company that enjoys the enterprising participation of its employees.**

- Ricardo Semler, *Author of Management Bestseller, Maverick*

## Emotional Intelligence

**A friend of mine characterises leaders simply like this: "Leaders don't inflict pain. They bear pain."**

- Max DePree

Psychologist Daniel Goleman stirred up controversy with his claim that people endowed with emotional intelligence (EI or EQ) excel in life and their careers more than people with high IQs do. People who rise to the top aren't just good at their jobs; they are also more friendly, resilient and optimistic. In other words, it takes more than logic and intelligence to be successful at work; it takes 'emotional maturity', or the ability to control negative feelings like anger and focus on positive feelings like confidence. Goleman focuses on the need for emotional intelligence at work, an area often considered more head than heart. Emotional Intelligence is essential in every people-oriented job.

Emotional intelligence includes qualities like optimism, motivation, empathy and conscientiousness. Cognitive skills (IQ) may get you the PSR's job, but emotional skills (EQ) are necessary to succeed and advance in your career.

**While IQ is relatively stable throughout life, EQ can be enhanced at any stage of life.** FMs will have to be emotionally intelligent, as EQ affects just about everything we do at work. Whether it is raising PSR motivation and productivity or enhancing customer experience and satisfaction, emotional intelligence is the differentiator that gives one competitive advantage in the increasingly generic pharmaceutical market.

Emotional Maturity is an essential Leadership Skill for Front-line Managers to lead their team of PSRs effectively. **Emotional Maturity is a Learned Attitude and Practised Behaviour that reflects the Principles and Values of Ethical Leadership.**

The Emotionally Mature Leader:

**Is Aware** of his Emotions and their Influence and Impact on others.

**Manages** his Emotions and those of the people around him with Empathy.

**Knows** the difference between Leading People and Managing Business.

**Leads** by example and creates an emotionally vibrant workplace that motivates and inspires excellence in performance.

**In organisations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles and positions.**

- M. Wheatly in Leadership and New Science



"Boss is again at his Result-oriented Action program to motivate under performing PSRs."

## The Competence Learning Model

**To be conscious that you are ignorant is a great step to knowledge.**

- Benjamin Disraeli

Learning and Training are activities that an FM performs every day. Therefore, FMs must have a clearer and better understanding of the process of learning in order to be effective trainers who facilitate learning. FMs need training in the skills needed to be effective in developing the skills of PSRs.

The **Competence Learning Model** shows the four steps for learning skills and, more importantly, the skill-levels to which one must progress in order to attain excellence in one's work. According to the **Competence Learning Model**, there are four levels at which every skill can be graded. The first level is **Unconscious Incompetence**. It is the stage at which we are ignorant of our incompetence. At this level, *we don't know that we don't know*. Someone with knowledge of the skills required has to gently awaken us to the reality of our ignorance. Learning begins only after we become aware of our ignorance and decide to learn what we do not know. From this stage we can move to the second stage, at which we take the first step towards gaining competence this stage is called **Conscious Incompetence**. From here we can with effort and practice move to the next level, which is called **Conscious Competence**. At the **Conscious Competence** stage, our skills are fairly developed and we can perform the job reasonably well. However, in order to become experts, we must move on to the stage of **Unconscious Competence**. For example, take an intern, who performs simple surgeries with trepidation before becoming an expert who can perform difficult surgeries with élan. In every skill area, whether field sales management or PSR motivation, the FM has to move from ignorance (Unconscious Incompetence) to Unconscious Competence (expert), in order to lead PSRs effectively.

**UNCONSCIOUS INCOMPETENCE** - PSRs and FMs at this stage are not aware of their deficiencies or might deny that deficiencies exist. They might even become upset and angry with anyone who points out their incompetence, much like the native Indian who while he can speak in English does so with a vernacular accent, not knowing otherwise. The *Unconsciously Incompetent* PSR/FM must become aware of his area of incompetence before learning the new skill. Experienced Trainers are needed to demonstrate skills or areas of learning to the PSR/FM and show him the ways in which they will contribute to his ability to do the job. PSR/FMs must aim to move to the *Conscious Competence* stage by learning and practising the required skills.

**You cannot run away from weakness; you must some time fight it out or perish; and if that be so, why not now, and where you stand?**

- Robert Louis Stevenson

**CONSCIOUS INCOMPETENCE** - PSRs and FMs at this stage are aware of the existence and relevance of a desired skill. By knowing this they become aware of their deficiencies and how learning a new skill or improving on a previous one will enhance their effectiveness. While training PSRs, Front-line Managers must measure not only the extent of their deficiencies but also the level of skills required to make them competent. FMs must facilitate role-playing so that the PSR is able to practise new skills and move to the level of *Conscious Competence*.

**CONSCIOUS COMPETENCE** - PSRs and FMs at this stage will be able to perform skills "at will". However, they will still need to concentrate and think in order to do so because the skills are yet to permeate their unconscious mind and become second nature. The *Consciously Competent* PSRs and FMs can demonstrate new skills fairly well, but will not be able to teach them effectively to others. They should constantly practise the new skills and commit to becoming *Unconsciously Competent* (expert) in them. Practice is the single most effective way by which one can move from *Conscious Competence* to *Unconscious Competence*.

**UNCONSCIOUS COMPETENCE** - At this level, the skills become so practised that they enter the unconscious mind and become part of one's personality. The skills become instinctual and can be taught to others by demonstration. *Unconscious Competence* needs to be checked periodically against standards of excellence. Complacency and a lack of continuous growth can lead to a downturn in performance. FMs and PSRs must progress and remain at this level of competence in all skill areas in order to achieve breakthrough results.

#### **HOW TO TRAIN PSRs AND FACILITATE LEARNING**

Sometimes it may happen that FMs assume PSRs to be at stage two and focus their efforts on moving them to stage three, when in truth the PSRs may still be at stage one. FMs assume that the PSR is aware of his skill deficiencies as well as the benefit of new skills. But at the *unconscious incompetence stage*, PSRs are unaware of their deficiencies or the benefits of learning new skills. This is a fundamental reason for failure in training. If PSRs are not aware of their deficiencies, then they will not see the need for learning. It is essential to establish awareness of a deficiency prior to attempting to impart training. People begin to learn only when they become aware of the need to do so and of the personal benefit that accrues from knowledge gained.

Armed with this clear understanding of the learning process, the FM should use the Competence Learning Model for their self-development and for training PSRs in various skills needed to perform field sales functions effectively.

**Ignorance is the parent of fear...**

- Herman Melville, author Moby Dick

## The SuperWiser Front-Line Manager With A SuperVision

**There are those who perform great deeds and those that make it possible for others to perform great deeds. There are pathfinders and path preservers. There are those who nurture and those who inspire. There are those whose excellence involves doing something well and those whose excellence lies in being the kind of people they are, lies in their kindness or honesty or courage.**

- John W Gardner

One rainy night in America, an elderly couple met the lobby manager of an ordinary hotel and requested for a room although they did not have reservations. The hotel was booked to capacity and so were all other hotels in the area as many conferences were being held in the city.

The young manager was moved by the plight of the elderly couple and offered them his personal room for the night. He slept on a couch in the lobby.

The next morning, the couple thanked the manager and the elderly man said, "You are the right person to head the best hotel in America. Maybe one day I'll build one for you." The young manager smiled and thanked them.

Two years later, the young manager was invited to New York by the elderly couple. Leading the young manager into the Waldorf-Astoria Hotel, the elderly man said, "This is the best hotel in America, and you will be its first manager."

The elderly man was William Waldorf Astor and the young manager was George Boldt.

**The world is round and the place, which may seem like the end, may also be only the beginning.**

- Ivy Baker Priest

**SuperVision for the SuperWiser Front-line Manager** a unique self-starter kit , useful for any line manager who is starting his journey in his new role

*Pankaj N. Gursahani, Assoc. Director – Sales, AstraZeneca India Ltd.*

**SuperVision for the SuperWiser Front-line Manager** is available at a Special Discount for all MedicinMan Readers.

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