



Ms. John Smith

# PHARMASCREEN®

Psychpress - Talent Management Psychologists

PharmaScreen® is based upon research examining the link between personality traits, personal history, aptitudes and sales success. Relevant research has been examined to indicate which traits and skills are most often correlated with sales success in a pharmaceutical context.

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# Introduction

## Confidentiality

This is a highly confidential document. It is provided to the company or executive named on the coversheet on the basis that it is accepted and recognised as confidential and that such confidentiality will be strictly maintained.

It should therefore only be read by senior staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

If such responsibility is not accepted, or the need for the report or the organisational relationship with the individual concerned ceases, the report should be returned to Psych Press or destroyed. In a recruitment context, reports on unsuccessful candidates should be deleted.

Should a report be required at a later date, it can be obtained without further cost from Psych Press archives.

## Purpose

The report has been written specifically for a sales related role and this purpose has determined the manner in which information has been conveyed, the interpretation provided and the conclusions drawn. Therefore it should not be used for any other purpose as the information and results are likely to be inaccurate and misleading within a new context.

Therefore it is a condition of the provision of this report that it will not be provided to the individual concerned. The risk of its misinterpretation and the possible consequences for those involved require that the information be provided in an appropriate form and context.

## Feedback

Psych Press recognises the ethical responsibilities to both candidate and client and will always provide appropriate feedback to the individual concerned. Either telephone or face-to-face discussion can provide informed professional feedback on the assessment results within the context of personal and career development.

For further information on understanding and interpreting this report, please refer to the section headed 'General Information for Interpreting this Report' at the end of this document.

## Cross Validation of Outcomes

This assessment report provides objective and independent information on a candidate's personality attributes in relationship to a sales related role, which may not be available from other sources. However such data should always be used to complement and not substitute for information obtained from other sources. Best practice and legal obligations require that decisions be made from a synthesis and assessment of information acquired from different sources and not on this report alone.

It is recommended that all the information provided in this profile be considered in conjunction with your individual business competency models in making your personnel selection or development decisions. It is also recommended that the information in this applicant profile be combined with other information and managers' observations gathered about the applicant.

Psych Press can assist and advise in the development of other data sources such as structured interviews, referee reports, bio-data and the validation of this data against competencies relevant to job performance or role development.

## Introduction to the report

The following PharmaScreen® profile has been based on psychological and cognitive screening tests. It provides elements of insight and understanding into the applicant's relevant strengths and development needs in the context of competencies predictive of success within a pharmaceutical representative role.

To gain a more global indicator of your applicant's fit for your pharmaceutical sales role; it is strongly recommended that PharmaSelect be used in conjunction with PharmScreen. To find out more about PharmaSelect™, visit <http://www.psychpress.com.au/psychometric/talent-psychometric-testing.asp?pharmaselect>, or call +61 (3) 9670 0590.

## Ongoing Support

Psych Press offers continuing support in the use of psychometric information. Clients are invited to discuss the issues flowing from this reported either at an individual or organisational level.

# Rationale

Growing sales is imperative to the commercial success of an organisation. Success metrics in a business can be approached through three sources of competitive advantage: financial, technological or human resources. The intellectual capital of human resources is the primary and most valuable asset for an organisation in developing this competitive advantage (Cook, 1988). Therefore, for any organisation, selecting a candidate who is the 'best fit' and most likely to be a top sales performer is of principal importance. Studies have demonstrated that valid selection practices are crucial in contributing to considerable financial savings for an organisation (Hunter & Hunter, 1984; Compton & Nankervis, 1991). Selection practices directly impact output quality and quantity at the individual, group and organisational level.

Sales performance leads to wealth and opportunity creation at commercial, organisational, personal and career development levels. At the organisational level, understanding sales drivers contributes toward the commercial success and profitability of an organisation. At an individual level, selection practices informed by applied behavioural research on sales drivers can optimise sales performance with targeted professional development initiatives.

"According to the Dow Jones 2009 Sales Performance Optimization Survey, in 2008, only 58.8% of sales representatives met or exceeded their sales quota, meaning that nearly half (41.2%) of sales representatives were under their quota."

According to the Dow Jones 2009 Sales Performance Optimization Survey, only 58.8% of sales representatives met or exceeded their sales quota, meaning that nearly half (41.2%) of sales representatives were under their quota. Moreover, in the United States from 2006-2007, the number of pharmaceutical sales representatives decreased 5.6% (97,963- 94,308), however average compensation increased 7.1% (87,500 – 94,200). These trends reflect that only a small percentage of the sales force contributes to profitability. Therefore, attracting and selecting top salespeople in the high loss vs. high profit stakes of the pharmaceutical industry should not be left to the subjective, opinion-based and time consuming processes of resume selection and candidate interviewing.

"Selection practices are the 'gateway' to achieving a competitive advantage..."

When considering the profitability of an organisation, securing your human capital investment can dramatically alter revenue. Candidate selection informed by research into the competencies that drive sales profitability in the pharmaceutical industry can safeguard your selection process. Evidence based psychometric testing solutions will simultaneously reduce your margin of selection errors and time invested in the candidate screening process.

Here, PharmaScreen® assists companies and sales managers in identifying superior sales talent. This unique screening tool screens for particular traits, abilities and sales competencies based upon published research and feedback from pharmaceutical specific focus groups that are critical to pharmaceutical sales excellence.



# Assessing the Pharmaceutical Sales Role

PharmaScreen® has been developed to assess tangible and empirically supported sales competencies, aptitudes and biographical data (bio-data) that are linked to success within the pharmaceutical industry. In recognising the unique demands and high stakes of securing pharmaceutical sales, PharmaScreen® has been tailored to utilise relevant measures and has defined them in clearly commercial terms.

Pharmaceutical sales representatives are highly skilled and experienced sales people, who have often received tertiary education grounded within biomedical fields. Scientific expertise is central to successful navigation of the terminology and complex issues involved in the construction, marketing and sales of pharmaceutical products.

Pharmaceutical sales personnel focus their attention on a narrow and clearly defined target market consisting of allied health professionals. Their role may thus be described as having a dual purpose:

1. The construction and delivery of convincing and highly technical product information to field specialists
2. Establishing and maintaining high profile and high return accounts

## Pharmaceutical Sales Representatives – Personality Traits Aligned with Success

It therefore follows that pharmaceutical sales competencies are primarily oriented to the "Selling" and "Growth" stages of the universally recognised sales cycle (Dubinsky, 1988). Within PharmaScreen®, the Selling stage of the sales cycle examines personality traits that are related to establishing a collaborative selling relationship. Here, the pharmaceutical sales representative will present the product with sensitivity to the reactions and needs of the allied health professional. Persistence, assertiveness and a competitive edge are measured to gauge the candidate's likely ability to manage complex objections effectively and close the sale.

The Growth phase of the sales cycle assesses personality traits related to providing superior and unparalleled customer service experience. Within the pharmaceutical industry, it is essential the sales person is able to be responsive to prospect needs and deliver an outcome based on these needs. Ensuring client satisfaction and facilitating referrals for account growth is the essential component of this phase. Salient sales competencies that enhance customer satisfaction and promote account growth are further detailed within this report.

## Intelligence and Experience in the Successful Pharmaceutical Representative

Given the highly technical nature of the Pharmaceutical sales representative's role, and the inherent intelligence of the doctors and health professionals representatives are selling to, PharmaScreen® has incorporated a generalised measure of intelligence: Abstract Reasoning. The abstract reasoning abilities test is an indicator of candidate ability to 'think outside the box' and utilise problem solving skills on the job, a requisite skill for any pharmaceutical representative.

Finally, PharmaScreen® assesses prior behaviour and experience relevant to sales, referred to as biographical data or "Biodata". Biodata has been shown to be a valid and reliable means to predict future performance based on an applicant's past performance. Pharmaceutical sales representatives mostly possess a high level of experience in sales that spans years. As such, compared to other sales roles with less emphasis on experience, Biodata asserts its relevance within the Pharmaceutical industry by measuring life history as relevant to sales. Biodata constructs of work ethic, work-life balance, leadership, and networking are measured to provide reliable indication of the candidate's future behaviour in a sales context.

# Applicant Details

The following profile has been based on psychological and cognitive screening tests. It provides elements of insight and understanding into the participant's relevant strengths and development needs in the context of competencies predictive of success.

It is recommended that all the information provided in this profile be considered in conjunction with your individual business competency models in making your personnel selection or development decisions.

It is also recommended that the information in this leadership profile be combined with other information and managers' observations gathered about the applicant.

Information from the profile is designed to complement, not replace, information from other sources. This may include previous work history, managers /supervisors ' feedback etc.

## APPLICANT DETAILS

### PERSONAL DETAILS

Name	Ms. John Smith
Email	<a href="mailto:test@test.com.au">test@test.com.au</a>

### EDUCATION

Highest Level of Education (or Nearest Equivalent)	Secondary (other)
Highest Level of Science Subjects Successfully Completed	None

### EMPLOYMENT

Have you previously worked in the medical industry?	No
Do you have any sales or selling experience?	Yes
Have you had sales experience in the medical industry?	No
Has it been in a pharmaceutical representative role?	Yes
Indicate the proportion of your career that has been spent in Nursing background	None
Indicate the proportion of your career that has been spent in Sales background	None
Indicate the proportion of your career that has been spent in Management or supervisor background	None
Indicate the proportion of your career that has been spent in Work which involved communicating concepts, ideas, or complex information about services or products to decision-makers	None
Indicate the proportion of your career that has been spent in Presenting to groups or training	None
Have you ever directly assisted in the running of a small business? (If yes, please specify the number of years)	Yes test
What is your preferred style of working?	Working independently
Would you describe yourself as independent and self-reliant?	Yes, Very
Compared to others, are you more likely to be successful in a stable industry or a challenging industry?	Stable
And which type would you rather be involved in?	Stable





# Personality Profile Index

Personality assessments measure the candidate's relatively stable preferences for certain behaviours and give insight into how their dispositions will fit into your team of pharmaceutical representatives and how much of a benefit they will be to your organization's goal of increasing revenue and growth. Personality scores should be interpreted as the individual's preferred style of action in the pharmaceutical sales environment.

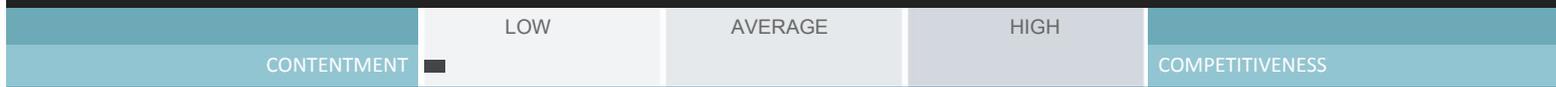
The following graphs represent the individual's scores on a continuum from low to high. The characteristic corresponding with a low score is listed to the left of the graph, whilst the characteristic corresponding with a high score is listed to the right of the graph. If an individual scores high, the bar will be approaching the characteristic on the right, indicating the individual's preference for that type of strategy or behaviour. If the individual scores low, their scores reflect an individual preference for the characteristic on the left, and the bar will end closer to the left side of the continuum.

# SELLING

## PRESENTING THE PRODUCT AND MANAGING OBJECTIONS



## CLOSING



## PRESENTING THE PRODUCT AND MANAGING OBJECTIONS

### ASSERTIVENESS: 44%ILE

Ms. John Smith has scored in the average range on the Assertiveness scale, suggesting that she should be able to assert her opinion clearly in a variety of sales situations. She will be more likely to back down on topics in which she is less knowledgeable, or in situations where it seems too risky to continue pushing the point, even if she still thinks she is right. This represents a balance between agreeing and going along with customers' wishes when appropriate, and having the strength to effectively communicate her point of view in disagreements where she believes that sharing her opinion would be beneficial to the sales process.

### COLLABORATIVE: 2%ILE

A low score on the Collaboration scale indicates that Ms. John Smith may prefer to give directions to clients and colleagues rather than work in conjunction with them. A low score does not necessarily imply uncooperativeness, but may instead indicate a need for independence in her work. Being quite individualistic, Ms. John Smith may not give as much weight to the suggestions of clients/colleagues. She may be a tough negotiator, willing to argue for her desired outcomes and less willing to settle for a win-win solution. She should be very capable of making decisions independently, and should enjoy working in sales roles that promote autonomy. She may be less satisfied working in sales environments requiring extensive cooperation and compromise.

### PERSISTENCE: 3%ILE

A low score on the Persistence scale, as obtained by Ms. John Smith, indicates that she is more likely to be easily affected by difficult circumstances, which may consequently affect her performance. She may tend to become anxious about repeatedly engaging with customers, and may be easily discouraged by resistance. She may also worry about the way her sales approach will be perceived or interpreted.

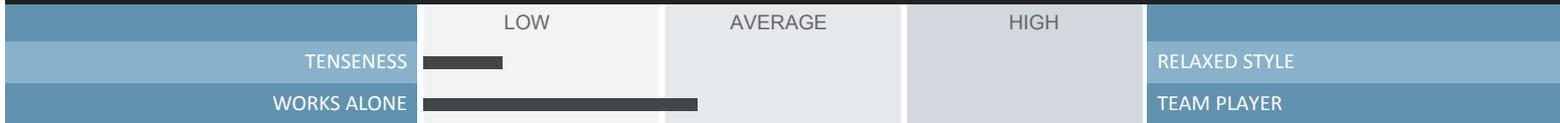
## CLOSING

### COMPETITIVENESS: 3%ILE

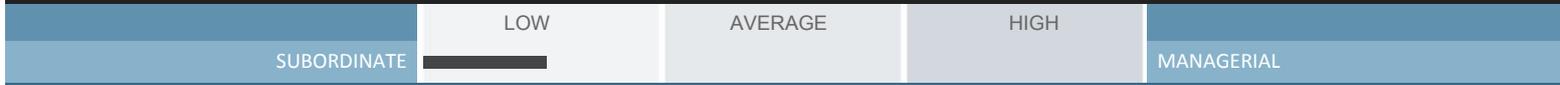
A low score on the Competitiveness scale indicates that Ms. John Smith is more likely to hold more of a preference for job security, reliability, and a healthy work-life balance than for prestige and advancement in her work. She is likely to be satisfied with managing sales opportunities in a satisfactory fashion rather than fulfilling the sales role in a way that exceed expectations. She may sometimes show low levels of drive to fulfil requirements of the sales role, and may avoid competitive situations. Ms. John Smith would be best suited to sales roles which involve responding to customer requests, or otherwise do not require a competitive edge to perform effectively.

# GROWTH

## ENSURING SATISFACTION



## MANAGEMENT GROWTH AND REFERRALS



### ENSURING SATISFACTION

#### RELAXED STYLE: 11%ILE

Ms. John Smith obtained a low score on the Relaxed Style scale, indicating that she will seem worried or nervous during stressful situations. This result may be indicative of an ongoing tension which may negatively impair her relationships with clients. It is unlikely that she will always be able to manage her emotions or reactions effectively, and this may adversely affect her client relationships.

#### TEAM PLAYER: 38%ILE

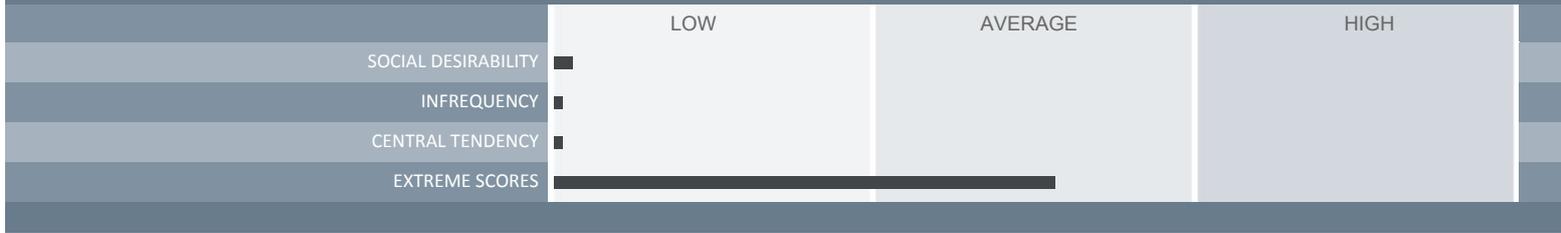
An average score on the Team Player scale indicates that Ms. John Smith shows some flexibility in her desire to work with others. She may prefer to work with a group for some sales projects/tasks, and prefer to work alone for others. She does not ordinarily experience any difficulty working alongside others, and is likely to perform equally well in a group context as alone. In situations where there is pressure to complete tasks quickly, she may prefer to work alone.

### MANAGEMENT GROWTH AND REFERRALS

#### MANAGERIAL: 17%ILE

A low score on the Managerial scale indicates that Ms. John Smith will tend to believe that her ability to manage and persuade others in sales roles is quite limited. Others may perceive her as less influential than most, and as less likely to effectively inspire action and unity in the workplace. Ms. John Smith may also have little confidence in her ability to motivate others to sell effectively. She will tend to feel uncomfortable in situations where it is necessary for her to win others over to his/her opinion, and thereby lead by convincing. She would be less suited to sales leadership positions which require her to motivate, manage and get the best performance out of other sales professionals on a regular basis.

# RESPONSE STYLES



## RESPONSE STYLES INDEX

*In whatever recruitment context people provide information about themselves, such as an application form, a resume, an interview or a questionnaire, there exists the possibility that they may overstate, or exaggerate their abilities, experience or attributes. That is why application forms often contain "I certify that the above information is true and correct" clauses, resumes are reference checked, interviews are behaviourally based, and questionnaires have response style indicators to minimise this risk or at least identify it. The Social Desirability Scale measures the probability that a candidate selected certain items in order to consciously present a positive impression of themselves to other people. By responding to items in a seemingly more competent or "socially desirable" manner, candidates may not accurately reflect their personality or may provide a picture of themselves specifically calculated to match their perception of the role requirements. The social desirability scale is one response style questionnaire which provides some information about the extent to which this may have occurred with each candidate, with 'Below Average' being preferable to 'Above Average'.*

### SOCIAL DESIRABILITY: 2%ILE

Ms. John Smith ranked in the lower range on the Social Desirability measure. This suggests that she responded to the questionnaire items with little consideration for what she thought other people would expect her to say.

### INFREQUENCY: 1%ILE

Ms. John Smith ranked in the lower range on the Infrequency measure. This indicates that she appears to have considered each question and responded thoughtfully, as her response pattern is quite consistent with the norm, and shows little evidence that she may have been responding to items in a random fashion

### CENTRAL TENDENCY: 1%ILE

Ms. John Smith ranked in the lower range on the Central Tendency measure. This indicates that her response pattern shows very little tendency towards constantly selecting the 'middling' response, such as 'sometimes', 'yes and no', or 'no more or less'. This suggests that she is likely to have been decisive and committed in her response patterns, with little or no fence-sitting.

### EXTREME SCORES: 52%ILE

Ms. John Smith ranked in the average range on the Extreme Scores measure. This indicates that her response patterns showed some evidence of selecting 'extreme' scores (e.g. ones or fives on a five-point scale) more often than might normally be expected. This suggests that she may have sometimes chosen stronger responses than she actually believes, but no more so than average respondents might.



# ABILITIES

LOW

INTERMEDIATE

HIGH

ABSTRACT REASONING ■

## ABSTRACT REASONING

SCORE: 1%ILE

*The Abstract Reasoning measure provides a valid representation of generalised intellectual functioning. These questions require applicants to work with ambiguous, novel and highly complex information using universal diagrams. In this sense, this measure is not reliant on English-speaking proficiency, formal education or training. Pharmaceutical salespersons need to apply tact, react sensitively and strategically when selling specific products. Therefore, this test of abstract reasoning assesses applicants at a higher difficulty than the general population, typically at the level for graduate and management level positions. Typically, medical professionals have very limited time to receive pharmaceutical representatives in between appointments. Therefore, they are extremely selective in who they meet, unlikely to receive another representative from the same company should the first one fail to capture their interest. In this sense, companies have one chance to make the impression necessary to forge a strong working relationship. A high score in the Abstract Reasoning measure translates to an adaptive, dynamic and strategic representative, who opens doors for your business. On the other hand, low scores may translate to a representative that closes them.*

Ms. John Smith scored in the low range of the Abstract Reasoning measure, based on her responses to the scale's items. This suggests that she is unlikely to explore alternative methods when a sales strategy is proving ineffective, resulting in making similar mistakes with multiple contacts. She is unlikely to dynamically reframe product features into customer-specific benefits to capture client interest. Ms. John Smith may incorrectly evaluate situations and consequently set unreasonable or inappropriate objectives. Additionally, she is likely to make frequent mistakes, unable to identify minor problems or solve them before escalation. Ms. John Smith may require higher levels of guidance or coaching, resulting in more expended time and resources compared to other applicants who score higher on this measure. She may not have a strong capacity for strategic, lateral and analytical thought, finding it difficult to integrate new information into sales strategies and implement novel and creative methods in her sales approach. Ms. John Smith may cause difficulties for creating or maintaining a working relationship between the company and potential clients.

# Further Information

For additional information regarding the practicality, theoretical background, administration, and scoring PharmaScreen® assessment, refer to the PharmaScreen® manual. This resource should assist you in further interpreting the candidate's results detailed in their report. Additionally, do not hesitate to contact a Psych Press representative via email [info@psychpress.com.au](mailto:info@psychpress.com.au) phone +61 3 9670 0590 or fax +61 3 9642 3577.

# General Information for Interpreting this Report

This report provides objective self-report information on the candidate's suitability for pharmaceutical representative roles. It is based on research examining the link between personality, abilities, biodata, and pharmaceutical sales success. The information provided gives an indication of the candidate's preferred approach to sales within a universally recognised sales cycle. An estimation of their aptitude and relevant biographical experience is also provided. Combined, these assessment components of PharmaScreen® enable objective comparison of the applicant with other candidates and a normative group. The results can promote useful discussion and consideration of suitability when compared and contrasted with other selection data. Individuals do not "pass or fail" on the dimensions assessed – preferences, abilities, and biodata are simply compared with a relevant population group to assist selection, performance management or career development decisions.

The contents of this confidential report are designed to be read by managers who are either experienced or trained in the use of psychologically based decision support tools. The report is based upon objectively derived information and is expressly intended to be used in conjunction with other elements of recruitment or development information such as information derived from resumes or CV's indicating previous work history and achievements, interview data, reference checking, and perhaps assessment centre information. Such sources of data, combined with professional judgment, allow the statements contained in this report to be viewed as professional opinion which can be compared and validated against other relevant sources of information.

The results presented in this report are expressed in terms of a percentile score for each test or questionnaire administered. A percentile is a score below which a certain percentage of the members of a selected sample group fall. For example, when using an Australian adult sample as a comparison group, the 78th percentile is that score below which 78 percent of the total group falls.

## Score Ranges

To avoid misinterpretation, score ranges are used to group scores and relate them to a "normal curve of distribution". Put simply, this means that on any assessment where an individual is compared with a large comparison group, a greater number of people will fall in the "middle" or average range than at either end of a particular scale. This is reflected in the percentile ranges as shown below.

Psych Press uses a basic score range for ability percentile scores:

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91st - 99th percentile	– Superior performance
63rd - 90th percentile	– Above Average performance
37th - 62nd percentile	– Average performance
10th - 36th percentile	– Below Average performance
1st - 9th percentile	– Poor performance

Here it can be seen that the spread of scores within each range moves from a narrow band at each end of the scale through to a broader central 'average' band as scores approach the Average category. When used to interpret certain occupational interests and personality scales scores do not refer to a specific aptitude or ability, but rather are an indicator of preference, liking or opinion in comparison to a group of people.

## Specific Population Comparisons

A general adult sample is only one reference group against which an individual's scores can be compared. Since client companies often need or may wish to compare individual performance to their own company data or to an industry or specific sales sample, Psych Press can build or provide such normative data for comparison purposes wherever possible. Interpretation of Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in suitability or work performance.