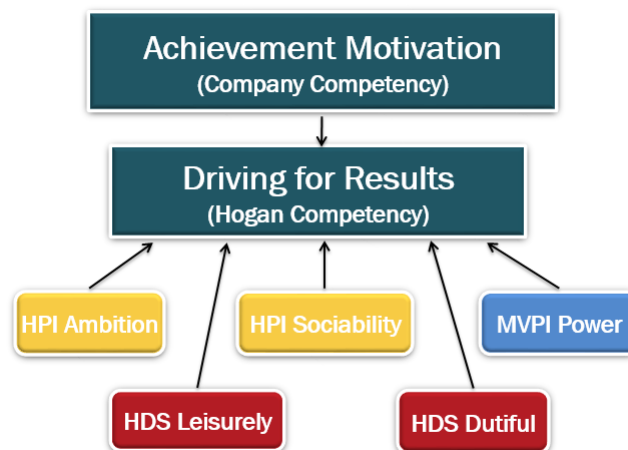


Pharmaceutical Industry Sales Representatives

Challenge: A pharmaceutical company developed a specialty sales competency model to describe the specific behaviors associated with long-term success. To link sales strategy to talent management, the company collaborated with Hogan to identify the personality and motivational dimensions that predicted competencies important to Sales Representative career success.

Solution: Hogan mapped the company’s competency model to the Hogan competency model. This alignment allowed us to examine the relationships between the client’s competencies and the Hogan Personality Inventory (HPI; a measure of day-to-day behavioral characteristics) and Hogan Development Survey (HDS; a measure of behavioral tendencies that may hinder job performance) use existing archival data. Also, we used expert judgment to align the Motives, Values, Preferences Inventory (MVPI; a measure of key motives and drivers) scales with the company’s competencies.

Result: Combining empirical evidence (i.e., synthetic validity) and expert judgment, Hogan developed profiles that predicted each competency. For example, the HPI Ambition, HPI Sociability, HDS Leisurely, HDS Dutiful, and MVPI Power scales predicted the “Achievement Motivation” competency.



Sales Representatives who are competitive and energetic (higher Ambition), able to easily make a positive first impression (higher Sociability), outgoing and willing to listen (lower HDS Leisurely), not overly deferential and ingratiating (lower HDS Dutiful), and who value accomplishment (higher MVPI Power) will find greater success in their jobs. Overall, using Hogan assessments to select Sales Representatives on these competencies should result in stronger sales performance, a decrease in eventual career derailment, and a better fit with the corporate culture.