



ROI Whitepaper

Sales Representatives

Pharmaceuticals Industry

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Introduction

Hogan recently collaborated with a global pharmaceutical company to identify characteristics associated with successful performance for Sales Representatives. We sought to enhance the current selection process by adding the Hogan Personality Inventory (HPI; a measure of day-to-day personal characteristics), the Hogan Development Survey (HDS; a measure of behavioral tendencies that may hinder job performance) and Motives, Values, Preferences Inventory (MVPI; a measure of key motives and drivers).

The process for creating predictive selection profiles consisted of a number of steps:

First, the research study began with a job analysis to collect data from high-performing Sales Representatives and other subject matter experts highly familiar with the Sales Representative roles within the company.

Then, Hogan collected information from job descriptions and Hogan's Job Evaluation Tool (JET).

Next, we aligned this information with predictor scales on the HPI and MVPI.

We then used validity generalization strategies, including job family meta-analysis, transport validity, and synthetic/job component validity, to identify the HPI, HDS, and MVPI scales most predictive of performance.

Hogan also conducted a local validation study with Sales Representative incumbents. First 108 Sales Representatives completed the HPI, HDS, and MVPI. Next, we collected performance data for these individuals. Finally, we examined relationships between assessment results and performance data to create a selection profile comprised of individual characteristics and values most predictive of performance.

Results

HPI Scales – Sales Representatives with the following characteristics tended to receive higher performance ratings:

- Competitive, driven, and goal-oriented (Ambition)
- Organized and detail-oriented (Prudence)

HDS Scales – The following characteristics were indicated to lead to better performance:

- Optimistic and easy to coach (Skeptical)
- Follows through on commitments (Leisurely)

MVPI Scales – Higher performers indicated the following key values and drivers were most important for success:

- Achievement (Power)
- Recognition of their work (Recognition)

Based on these findings, Hogan developed a profile to identify candidates who: (a) take initiative; (b) are organized; (c) are optimistic; (d) follows through on commitments; (e) value accomplishment; and (f) enjoys being recognized for their work.

Profile Performance

Applying the recommended profile to the sample of incumbent Sales Representative illustrates that employees who pass the recommended profile outperform those not passing the profile on a measure of job performance (i.e., supervisor and objective performance ratings). The Client choose not to include the MVPI in the final profile.

For example, incumbent Sales Representatives passing the recommended profile are more driven, organized, optimistic, and reliable. Successful Sales Representatives also value achievement and recognition.

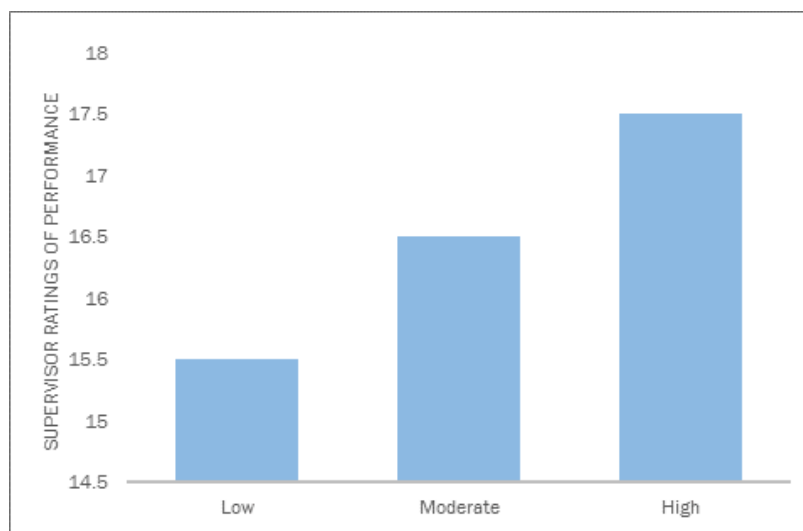
The table below presents correlations and odds ratios for the recommended profile against each Sales Representatives performance criterion. Specifically, Hogan separated the incumbent sample into “high performers” and “low performers” by calculating median splits on each performance variable. Hogan researchers then computed odds ratios to examine how well the recommended profile would predict incumbent Sales Representatives considered “high performers” on each variable.

For example, odds ratios show that incumbents who pass the recommended profile were over two times as likely as incumbents who did not pass the profile to achieve high ratings of job performance.

Performance Outcome	N	r	Odds Ratio
Average Score	108	.35*	2.46
Skills Assessment	108	.32*	1.94
Field Sales Incentive Program	108	.01	1.09
Performance Rating	108	.41*	2.32

Note: r=Corrected Correlation between profile fit and performance outcomes; Odds ratio=Odds ratio of incumbents passing profile and incumbents not passing profile.

The figure below provides job performance scores for incumbent Sales Representatives within each level of Hogan profile fit. This figure provides graphical evidence of the positive relationships between the recommended profile and average performance scores among incumbent Sales Representatives.



These results indicate that the recommended profile should assist the pharmaceutical company in selecting top performing Sales Representatives in terms of job performance.