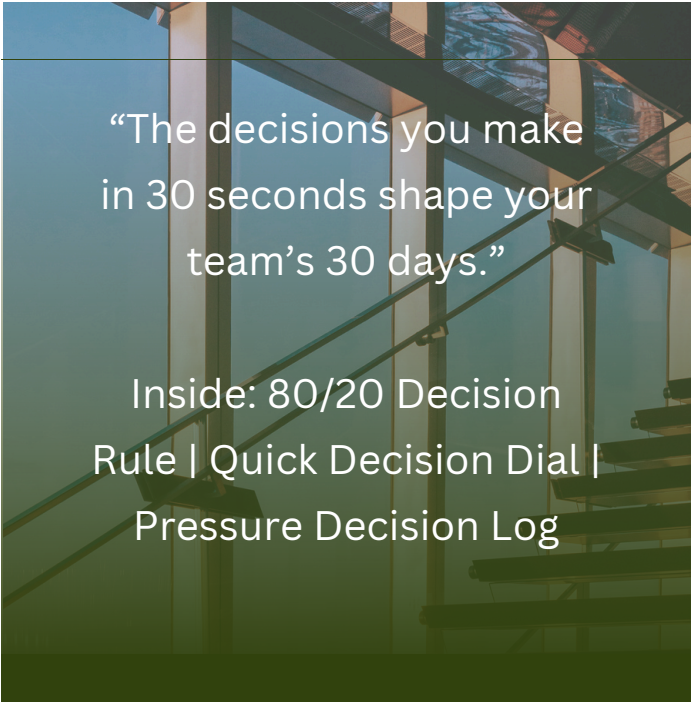


NEWS LETTER

DECISION-MAKING
UNDER PRESSURE:
MENTAL MODELS
FOR PHARMA
MANAGERS

LEAD INSIGHT

In Indian pharma sales, managers make dozens of fast, high-stakes decisions daily — whether to back a rep’s doctor strategy, how to handle stock issues, or when to intervene in field conflicts. The real risk? Making reactive, emotional decisions that hurt long-term results. This issue introduces mental models — simple, reliable thinking frameworks that help you stay sharp and consistent under pressure.



“The decisions you make
in 30 seconds shape your
team’s 30 days.”

Inside: 80/20 Decision
Rule | Quick Decision Dial |
Pressure Decision Log

This issue equips you
with 3 decision-making
tools to stay sharp when
it matters most.



THE CORE CONCEPT: WHAT TOP MANAGERS DO DIFFERENTLY

1. Pause Before You Decide

Under pressure, your first instinct is often emotional. Good managers pause to ask: “What’s actually happening here?”

2. Use Mental Models

Mental models are decision-making shortcuts rooted in clear reasoning. Pharma leaders use models like:

- First Principles Thinking: Break the situation into fundamentals (patient, doctor, product, rep pressure)
- Opportunity Cost: What’s the trade-off if I say yes to this, and what do I lose by saying no?
- 80/20 Rule: Focus only on the 20% of choices impacting 80% of the outcome.

3. Review Decisions in Hindsight

Top managers don’t just decide; they reflect. What worked, what didn’t — and why. It sharpens instinct for next time.

YOUR ACTION TOOLS THIS WEEK

Checklist: Before Making a Pressure Decision, Ask...

- What's the actual issue (not the symptom)?
- What matters most right now – speed or accuracy?
- Am I choosing this because it's easy or because it's right?
- What's the opportunity cost of saying yes?
- Is this decision reversible later?



TEMPLATE: THE DECISION DIAL (QUICK FIELD DECISION AID)

Use this decision dial template to quickly map situations before reacting.

Decision Type	Speed Needed	Impact Size	Who Should Decide
Urgent Stock Issue	High	Medium	Manager
Doctor Conflict	Medium	High	Manager with Rep
Price Objection	High	Low	Rep
Team Burnout	Low	High	Zonal Head

WORKSHEET: PRESSURE DECISION LOG (FOR MANAGERS)

At the end of each week, fill this in for 3 key decisions you made.

Date	Decision	What was at stake?	How did I decide?	Outcome	Learning
Apr 1, 2015	Backed stock transfer	Regional shortage	80/20 Rule	Solved supply issue	Check citywise demand.

FIELD INSIGHT: A REAL-LIFE EXAMPLE

Last month, a Mumbai-based pharma manager was pressured by a doctor for an emergency product delivery on a Sunday. Instead of reacting emotionally, he used the 80/20 principle — checked if this was a one-time ask or part of a larger opportunity. It turned out to be a single case. He politely declined but secured three new brand trials for Monday. A calm decision, a smarter outcome.



FINAL TAKEAWAYS

- Pressure reveals instinct — but great managers apply models, not emotion.
- Mental models like 80/20 and Opportunity Cost simplify complex calls.
- Reviewing decisions sharpens your future judgment.