

LEADING BY INSTINCT

NEWSLETTER

SPOTTING TEAM FATIGUE BEFORE IT COSTS YOU

LEAD INSIGHT

In Indian pharma field teams, problems don't announce themselves. Fatigue, disengagement, and quiet frustration build silently — and by the time it shows in conversion rates or missed reporting, it's already too late.

Smart managers don't wait for complaints or poor numbers.

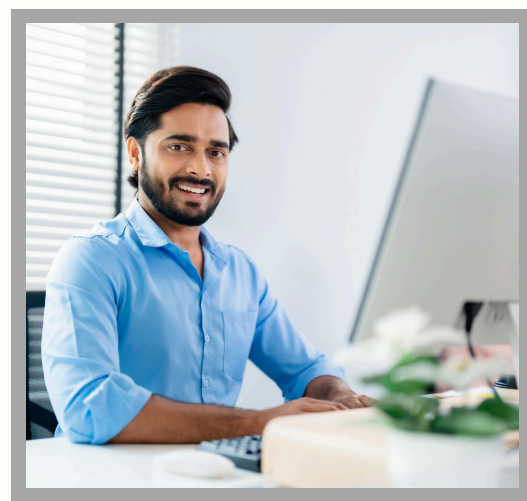
They read tone. They notice absence. They sense shifts.

And they act early.



Ernest Hemingway's Iceberg Theory reminds us:
"The dignity of movement of an iceberg is due to only one-eighth of it being above water."

In pharma, what you hear on calls or see in numbers is just the visible eighth. The real state of your team lies in the unspoken.

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SIGNS SEASONED PHARMA MANAGERS SPOT

- **Tone shifts**

Confident voices turn flat, rushed, or irritable.

- **Delays creep in**

Updates slow down. Calls aren't returned. Reporting gets patchy.

- **Blame shifts outward**

It's the doctor, the distributor, the CRM, the campaign — never them.

- **Silence grows**

Less conversation, fewer asks. Not always a good sign — sometimes, it means they've stopped expecting support.



WHY THIS MATTERS

A 2023 Salesforce India Field Leadership Report found

“teams with managers who proactively check team energy and morale weekly report 21% lower attrition and 17% higher new brand uptake.”

Translation for us: in Indian pharma — where field stress is high, and silence usually means strain — managers who notice before the numbers drop retain better reps and hit targets faster.

A Lesson From the Past

In the 1950s, Field Marshal Sam Manekshaw, India’s iconic military leader, was known to notice when a soldier’s boots weren’t polished or when his shoulders slumped. He taught his officers: **“Discipline is not found in the parade ground — it’s sensed in the eyes.”**

A leader’s job is to sense mood, not just review performance.

QUIET, PRACTICAL WAYS TO SENSE IT

1. Listen for changes in rep storytelling
Are they still telling you what they did?
Or only why it couldn’t be done?

2. End every evening with a gut call
Before you log out: “Who felt off today?” Trust that instinct.

3. Watch for small skips in routine behaviors

A rep who stops forwarding clinic pics, skips a daily good morning, or avoids team banter isn’t just busy — they may be quietly burning out.

4. Protect quiet performers first
The loud complainers are easy to spot.
The danger lies with the silent ones.

FINAL TAKEAWAYS

- Fatigue never arrives loudly. You have to feel it first.
- The signals are in tone, timeliness, and unspoken distance.
- The best managers intervene when it’s a murmur, not a meltdown.