SUMMARY OF BEHAVIOURAL CHARACTERISTICS FOR PHARMACEUTICAL MEDICINE ASSESSMENT TOOL (PMAT)
FOR SPECIALTY TRAINEES IN PHARMACEUTICAL MEDICINE

BEHAVIOURAL CHARACTERISTIC	BELOW EXPECTATION	MEETS EXPECTATION	ABOVE EXPECTATION
ANALYTICAL THINKING *The ability to understand an issue, situation or problem by breaking it down into its component parts and identifying key or underlying complex elements. Critical analysis, evaluation and interpretation of data through systematic research, from different perspectives, to come to a decision or identify the underlying cause of a problem.*	• Jumps to conclusions before analysing the information thoroughly • Difficulty breaking down complex information into its component parts • Interprets information to suit predetermined outcomes without thorough evaluation	• Identifies key findings or makes a decision based on analysis of large volumes of information • Uses logical thinking to link elements and predict several steps ahead • Identifies several potential causes of a problem or event or several consequences of an action	• Uses different analytical techniques to identify alternative solutions and assess the relative value of each solution e.g. in "what if…" scenario planning • Demonstrates use of a variety of analytical techniques to break apart complex problems into component parts
CONCERN FOR QUALITY OUTCOMES *An underlying drive to ensure quality is not compromised within the working environment. Attention to detail including maintenance of standards, accuracy, order and safety.*	• Lack of attention to detail • Evidence of failure to understand or comply with agreed standards • Inaccurate work requiring frequent return for revision • Inadequate record keeping • Poor feedback from colleagues on standard of work	• Produces consistently high standards in own work and encourages high standards in others. • Develops systems and procedures to ensure work produced meets standards expected.	• Seeks feedback from colleagues and acts on it to ensure quality and standards are being constantly maintained. • Consistently monitors progress of own work and that of others against agreed standards. • Demonstrates clear evidence of an ability to exceed standards set.
PLANNING & PRIORITISATION *The ability to anticipate and predict internal and external changes, trends and influences and to develop an appropriate plan of action to accomplish an objective and monitor progress against it.* *To be able to allocate resources, identify and prioritise key issues and implement an efficient and timely course of action.*	• Consistently fails to meet important deadlines. • Inability to prioritise key issues and/or organise resources appropriately to achieve objectives/goals.	• Demonstrates use of project management techniques to plan and implement actions using a logical and systematic approach. • Takes action to identify and minimise errors or risks. • Effectively balances management of time and priorities to achieve performance objectives.	• Plans for the future. • Identifies important milestones and secures resources needed for medium to longer term plans beyond primary objectives. • Demonstrates ability to plan for longer term under conditions of uncertainty.

BEHAVIOURAL CHARACTERISTIC	BELOW EXPECTATION	MEETS EXPECTATION	ABOVE EXPECTATION
COMMUNICATION & PRESENTATION SKILLS *The ability to provide timely and concise information (written, electronic, listening and verbal) to others in a variety of formats and directed to the appropriate audiences. To be able to persuade, convince, influence, motivate and communicate with others both internally and externally.*	• Inaccurate or inappropriate provision of information. • Inappropriate tone or emotion in communication. • Information insufficiently prepared or not tailored for target audience. • Poor feedback on communication and/or presentation from audience or colleagues. • Failure to obtain and act on feedback	• Demonstrates use of a variety of effective communication and presentation skills internally and externally. • Asks open-ended questions, listens actively, seeks feedback and responds in an open and positive manner. • Expresses self-confidently and professionally in discussion and making presentations.	• Shows evidence of actively promoting communication beyond own area of influence. • Encourages wide and open expression of ideas and opinions and acts on feedback obtained.
BUILDING EXPERTISE *The ability to maintain and build expertise, identifying, acquiring, interpreting and disseminating critical information to drive improvement and change.*	• Inability to recognise importance of continuing professional development in area of expertise. • Failure to keep abreast of developments in own area of expertise.	• Actively seeks opportunities to develop and expand own knowledge and expertise. • Demonstrates sharing of own expertise to enhance achievement of both practical and creative solutions to problems. • Shows evidence of recognising and adopting best practice in own area of expertise.	• Demonstrates a deep understanding of how emerging technology in own area of expertise could drive new achievements. • Identifies external opportunities to identify, share and develop best practice in area of expertise.

BEHAVIOURAL CHARACTERISTIC	BELOW EXPECTATION	AT EXPECTATION	ABOVE EXPECTATION
FLEXIBILITY & INITIATIVE *The ability to be able to adapt and respond positively to a variety of situations and people to meet changing priorities. To identify and anticipate future challenges and opportunities and take preventive measures to avoid problems.*	• Inability to recognise need for change and flexibility in approach to own working practices. • Failure to identify and act on opportunities for change when they arise. • Failure to identify and act on problems when they arise.	• Ability to work effectively in a variety of situations/groups • Proactively makes changes in own work area to accommodate broader scale environmental change. • Recognises when change is required and takes appropriate action to minimise or avoid problems arising.	• Generates own ideas to reinforce or enforce change in own work area. • Anticipates and prepares for future opportunities and problems. • Embraces challenges and willing to take a calculated risk.
UNDERSTANDING THE ENVIRONMENT *The ability to use an understanding and awareness of the wider healthcare environment within which the pharmaceutical sector operates and its relationships with other players to determine current and future actions in both day to day operational work and from a wider strategic perspective.*	• Failure to recognise the interactions in the wider environment and how they relate to own area of work. • Inability to adapt to changes in the environment impacting on own working practices.	• Understands how own work impacts on work of wider organisation and relationships across the pharmaceutical sector and healthcare environment. • Continually reviews and updates own working practices in the context of external and internal change in order to achieve objectives.	• Ability to stand back and demonstrate a deep understanding of how the key players in the healthcare environment interact and impact on own area of work
TEAMWORK *The willingness and ability to relate to and work cooperatively and supportively with colleagues, developing positive, open working relationships to solve problems and achieve objectives.*	• Inflexibility in cross-functional team work • Failure to recognise need for sharing and flexible approach to cross-functional team work • Rigidity in adhering closely to own specialist role • Poor feedback from team colleagues	• Identifies and works to strengths of other team members • Demonstrates willingness to take on different roles in order to achieve team objectives • Builds effective relationships and works to help resolve conflicts.	• Takes positive action to promote team morale and encourage cooperation and collaboration. • Provides feedback on group processes and acts on it to ensure team works more effectively.

BEHAVIOURAL CHARACTERISTIC	BELOW EXPECTATION	AT EXPECTATION	ABOVE EXPECTATION
LEADERSHIP *The ability to lead and motivate others, set and model high standards and generate commitment and a shared sense of purpose and empowering others to contribute to the best of their ability in achieving objectives.*	• Poor feedback from colleagues • Lack of vision and motivation • Inability to delegate appropriately	• Demonstrates ability to motivate others to work towards a common goal. • Creates a climate in which people are inspired to do their best. • Delegates effectively.	• Understands and articulates own leadership style. • Takes positive action to encourage commitment and/or performance of others in pursuit of objectives.
NEGOTIATION SKILLS *The ability to convince, persuade, influence or impress others towards a point of view. Working collaboratively with others to gain agreement to a course of action etc.*	• Failure to recognise and act on potential sources of conflict • Inability to identify different viewpoints and their context • Poor feedback form colleagues	• Recognises that others have different perspectives or viewpoints and understands why • Identifies mutually beneficial arguments to build ownership and break down barriers • Identifies and uses experts appropriately to gain buy in of others and reinforce a case • Uses diplomacy and tact when dealing and interacting with others	• Builds and implements an influencing strategy • Predicts potential sources of conflict and takes actions to pre-empt or avoid them
PEOPLE MANAGEMENT *The ability to foster the personal and professional development of others and encourage and support them in taking on new responsibilities and challenges.*	• Poor feedback from colleagues • Failure to support others in their development	• Addresses poor performance by constructive feedback • Supports others in learning from past experience • Gives suggestions for improvement tailored to performance and needs of the individual	• Actively organises opportunities to create a learning environment and support learning goals • Creates an environment where individuals feel comfortable to give and receive feedback

BEHAVIOURAL CHARACTERISTIC	BELOW EXPECTATION	AT EXPECTATION	ABOVE EXPECTATION
CHANGE MANAGEMENT *The ability to respond to changes in work methods, plans and procedures by generating new and innovative ways of approaching issues and problems in complex situations. Identify patterns, make connections and build on ideas and implement imaginative solutions.*	• Failure to recognise the need for change • Inability to adapt to the changing environment	• Willing to seek out opportunities and try out new approaches in work practices • Demonstrates ability to identify new solutions and a flexible approach to problem solving • Shows resourcefulness and looks beyond the obvious and immediate information in generating solutions	• Actively seeks out new and radical approaches within own work area • Devises and trials new models and concepts in working practices