



ONEMSL

THE GLOBAL STANDARD OF MSL EXCELLENCE

GLOBAL SURVEY 2023 FINDINGS REPORT

MANAGER FINDINGS

Dear Colleague,

Welcome to the key manager findings from the One MSL 2023 global survey, which was designed to gather data from across the international Medical Affairs community about their in-role experience.

At One MSL, we are truly passionate about enabling organisations and individuals to build best-in-class MSL functions. The survey findings are important to inform both the individual MSL and the wider team, and inform our activities for this year and beyond.

This survey is repeated annually to enable further evidence of the global MSL and MSL manager experience.

Thank you for your continued support and interest.



Helen Kane
CEO, One MSL

Survey Navigation

Please use the below buttons to navigate through the survey findings.

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**Manager
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**Development and
career
progression**

**MSL & Medical
Affairs value
demonstration**

Summary

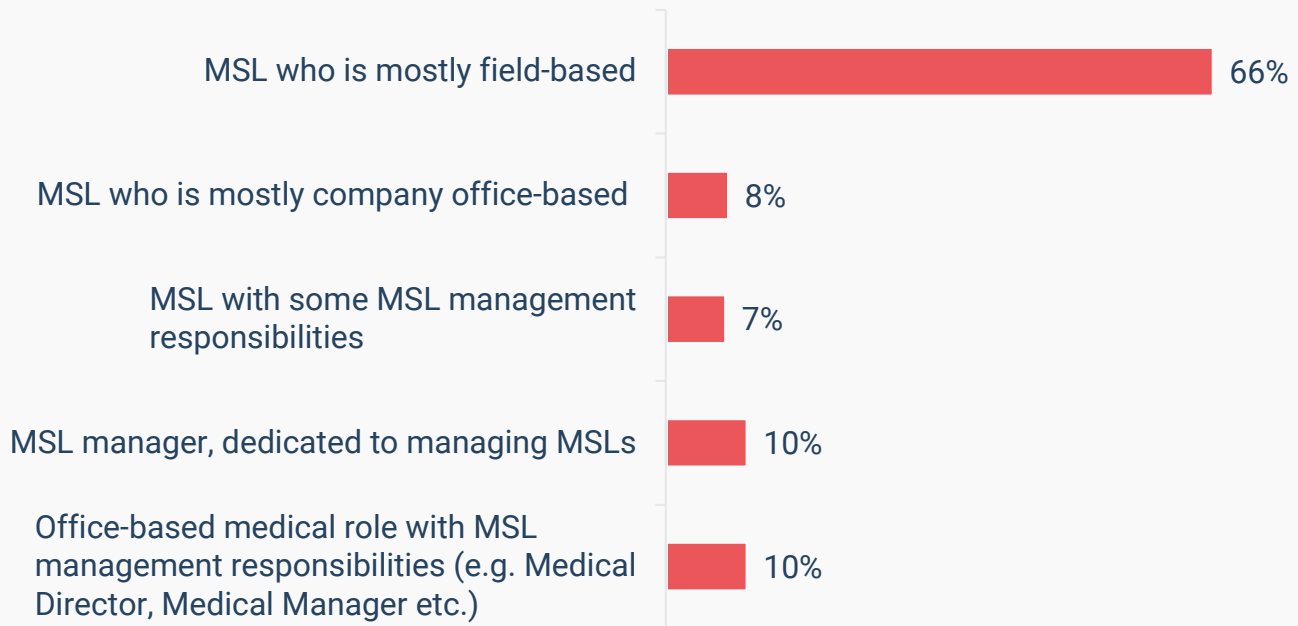
Survey background

- Open from 9 January to 24 March 2023
- Open to MSLs, managers of MSLs and MSL leaders
- Respondents from over 59 countries, from Albania to Vietnam
- Data presented from up to 582 respondents
- 70 questions were asked, covering:
 - Background and role, including MSL journey to current role
 - MSL & MSL manager role experiences
 - Onboarding experience and opinions
 - External engagement measures and channels
 - MSL & MSL manager skills and training needs
 - MSL & MSL manager in-role challenges
 - MSL value demonstration
 - Development and career progression

Survey participants were based in the following regions:

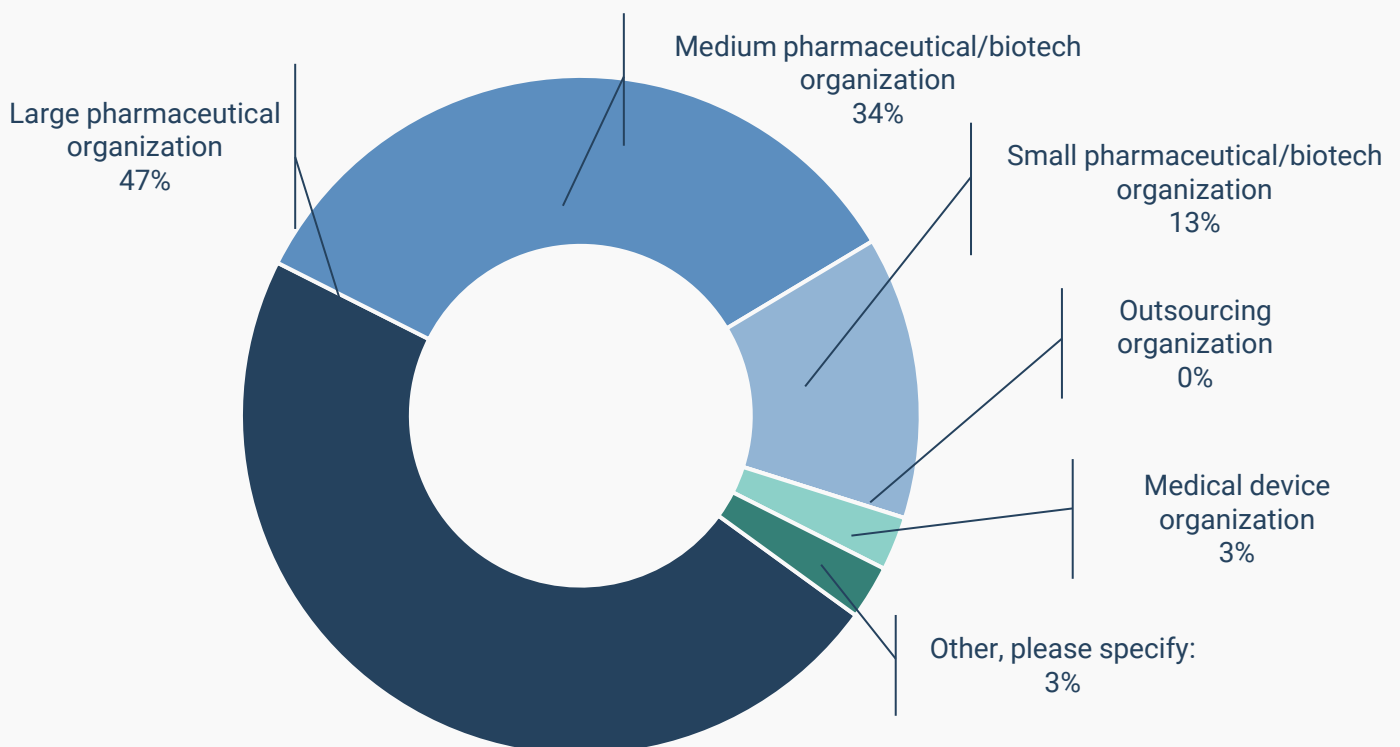


Which of the following best describes your role?



N = 582

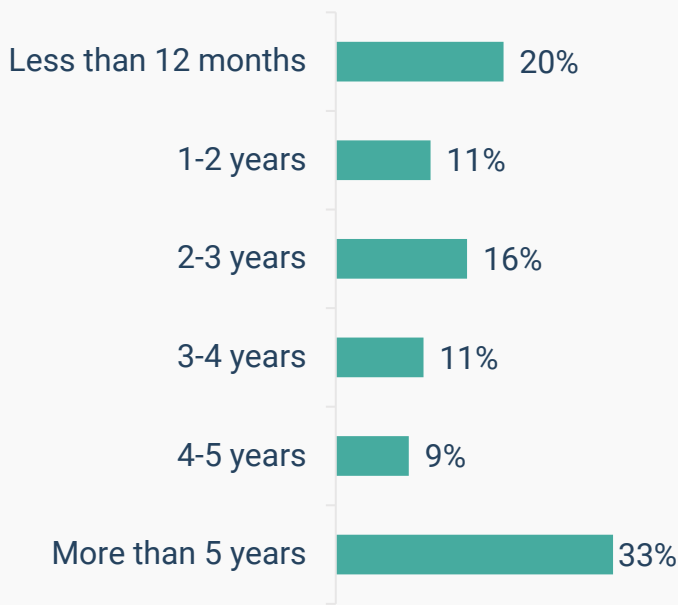
Managers: Which of the following best describes your organization?



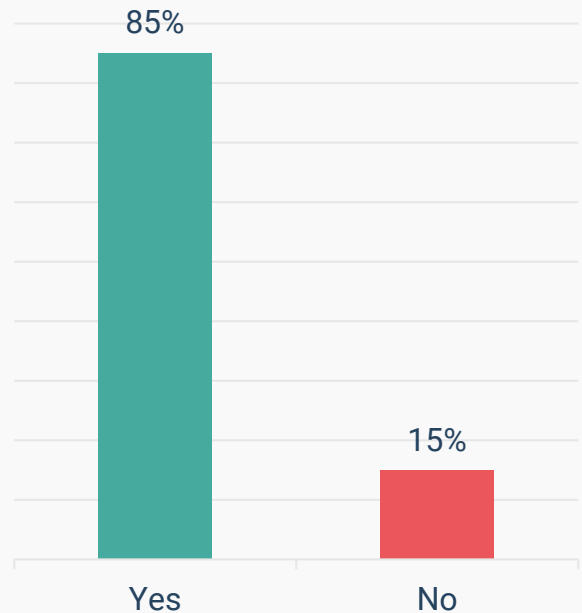
Managers, including MSLs with some MSL management responsibilities: N = 156

Manager experience

Managers: Please select your length of experience as a MSL manager (including your current role):

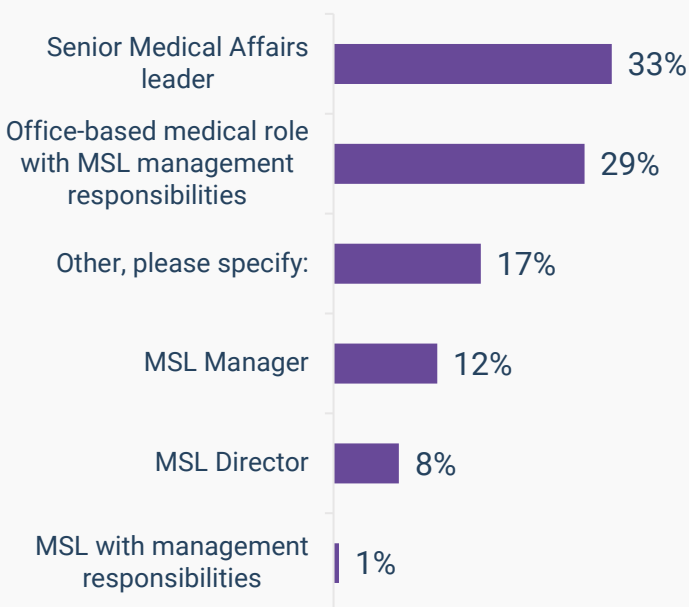


Managers: Have you had experience as a MSL?

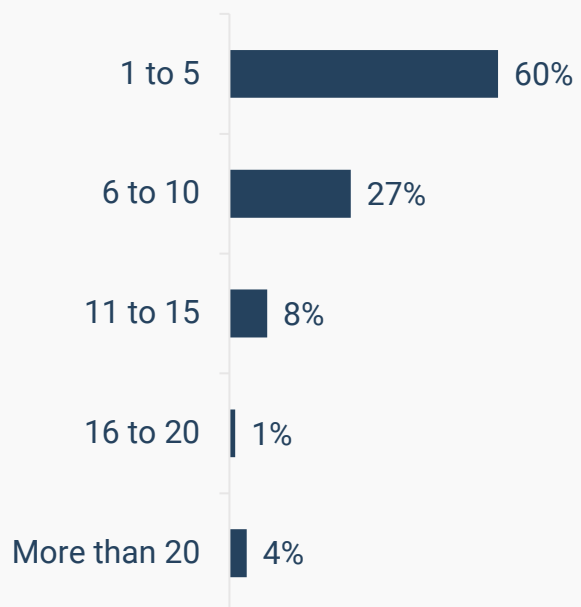


Left: N = 114 | Right: N = 114

Who is your direct line manager?



How many MSLs report directly to you?



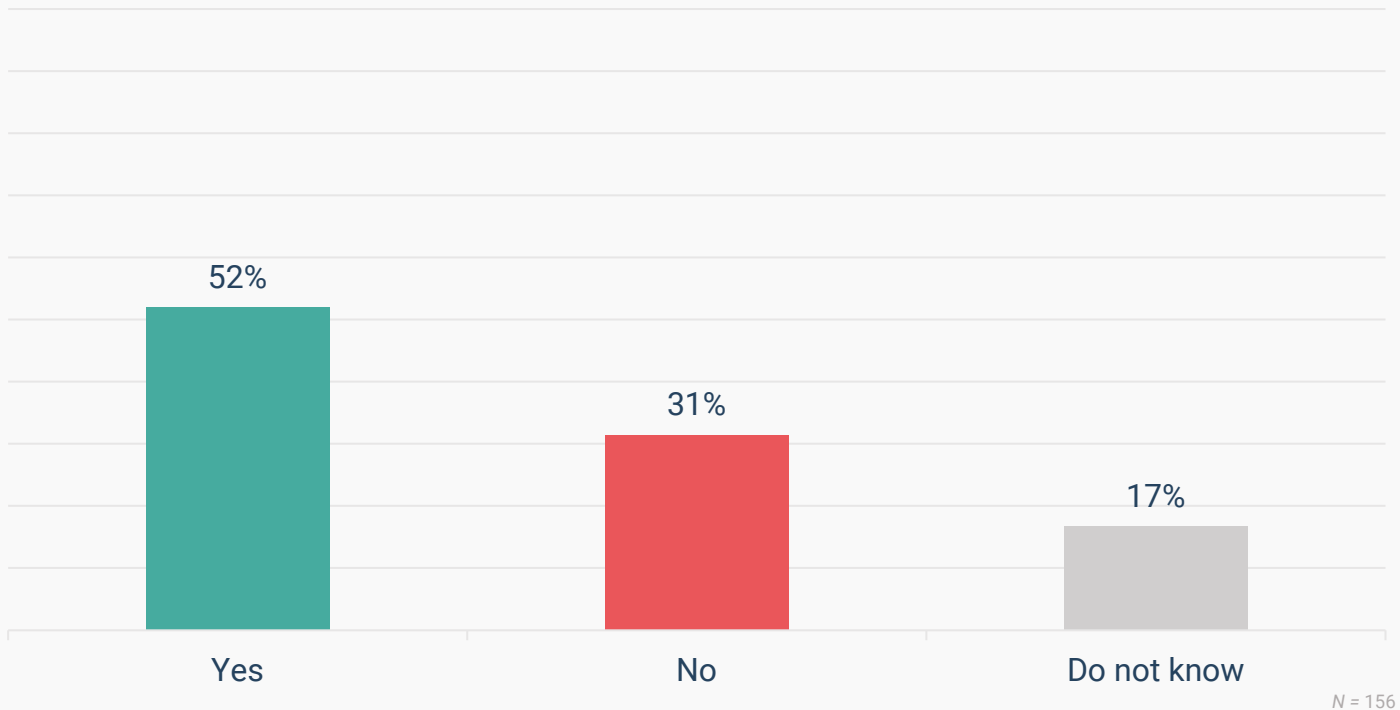
(includes data for MSLs with some management responsibilities)

Left: N = 156 | Right: N = 156



ROLE EXPERIENCE AND ONBOARDING

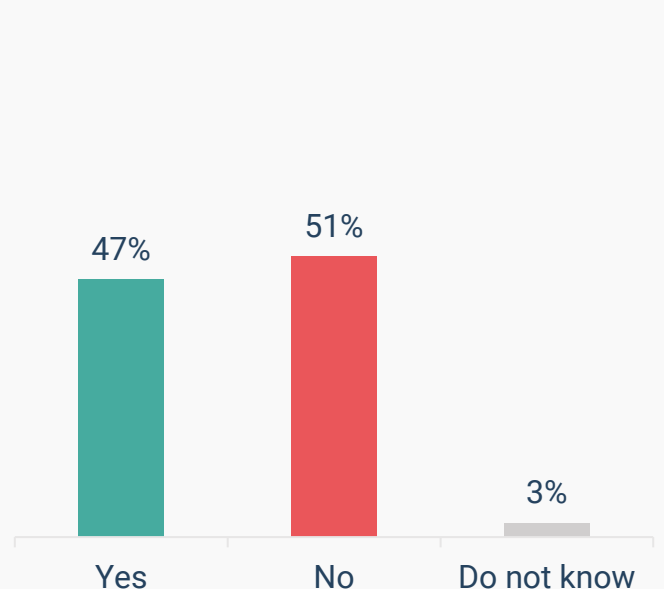
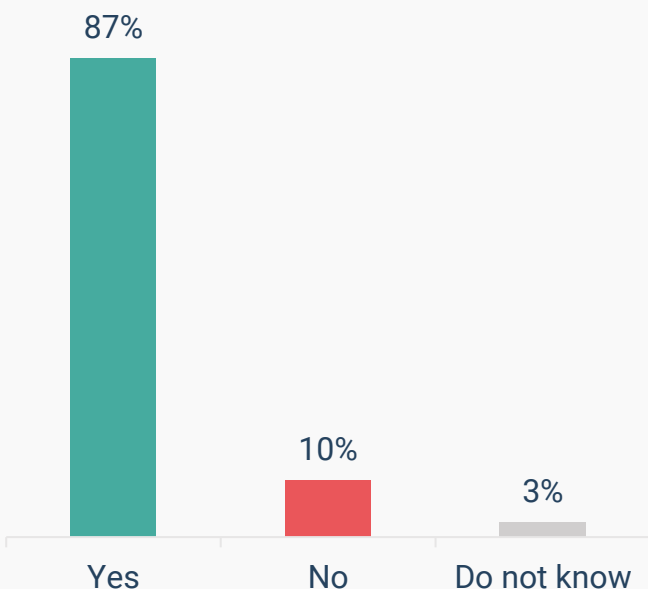
Is there a competency framework for the MSL manager at your organization?



Manager role-specific onboarding

Do you believe role-specific onboarding is essential for new-to-role MSL managers to be effective in-role?
(answered by managers only)

Did you receive training/upskilling from your organization to support your transition to your MSL management role?



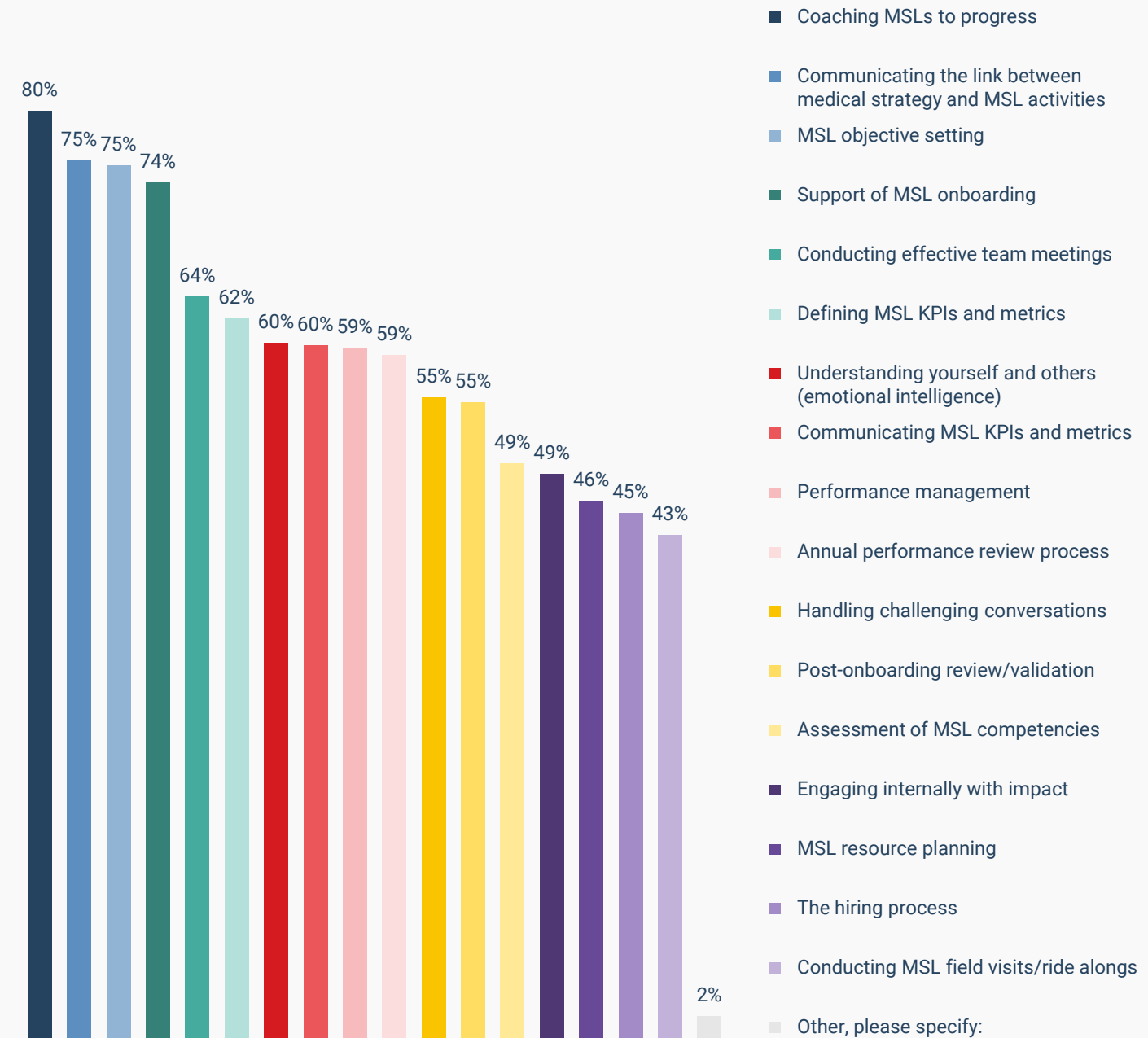
Left: N = 145 | Right: N = 120



MSL manager key abilities

Which of the following competencies do you believe are essential to be an effective MSL manager?

(answered by all)



MSL manager key abilities

Which of the following competencies are personal development needs for you as a MSL manager?

(answered by MSL managers)

Key competency	Percentage
Coaching MSLs to progress	53%
Performance management	40%
Handling challenging conversations	40%
Defining MSL KPIs and metrics	35%
Communicating the link between medical strategy and MSL activities	33%
MSL objective setting	33%
Assessment of MSL competencies	33%
Annual performance review process	31%
MSL resource planning	31%
Engaging internally with impact	29%
Conducting effective team meetings	28%
Understanding yourself and others (emotional intelligence)	28%
Communicating MSL KPIs and metrics	25%
The hiring process	24%
Conducting MSL field visits/ride alongs	23%
Support of MSL onboarding	23%
Post-onboarding review/validation	21%
Other	3%
None of the above	0%

Ordered from highest to lowest by percentage who selected this option

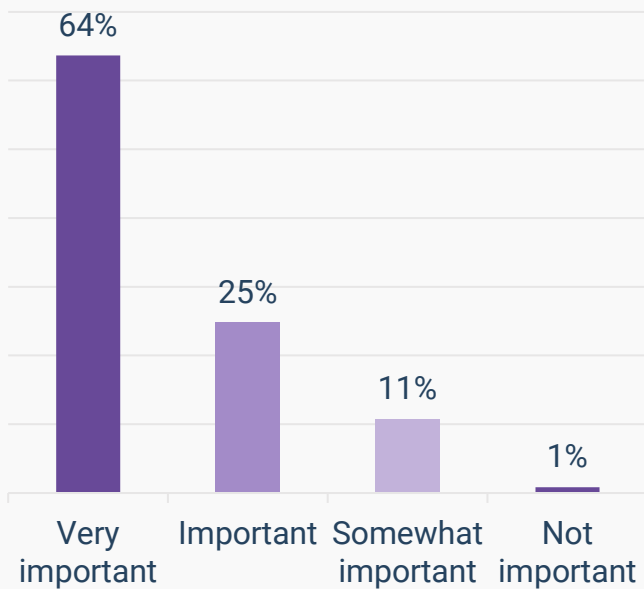
Highlighted in **blue** are key findings

N = 120



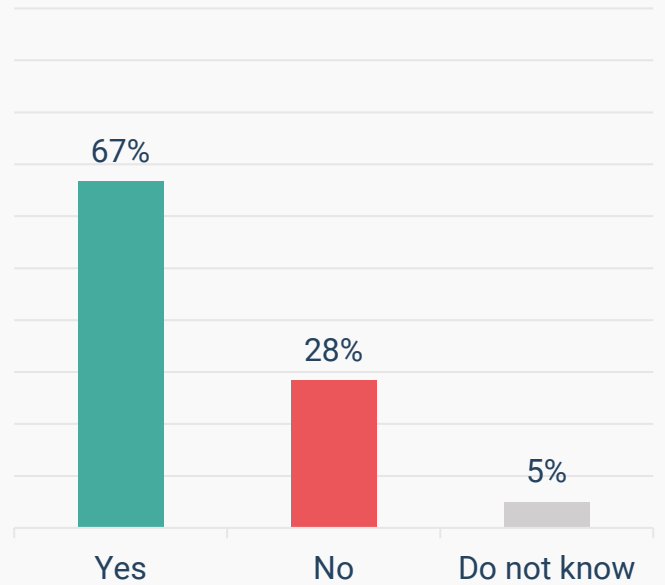
Manager in-role upskilling and support

How important is it to you that your organization invests in your professional development?



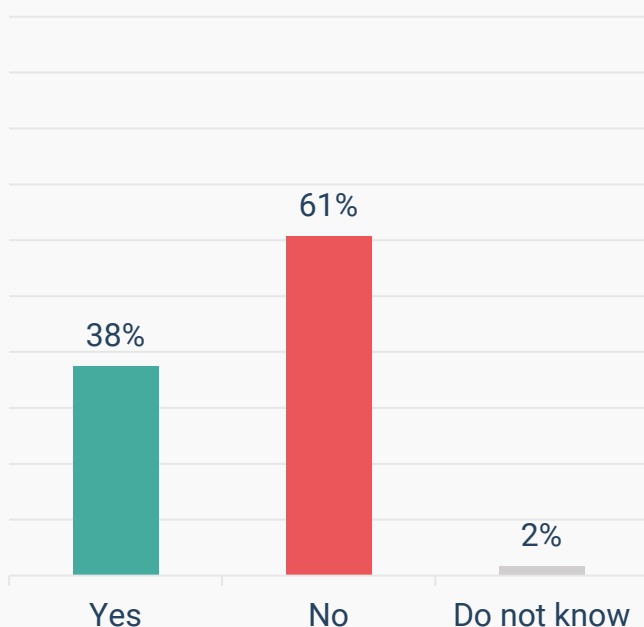
(data for MSLs with some management responsibilities included)

Do you have access to upskilling programs to provide continuous support for your role as a people manager within your organization?

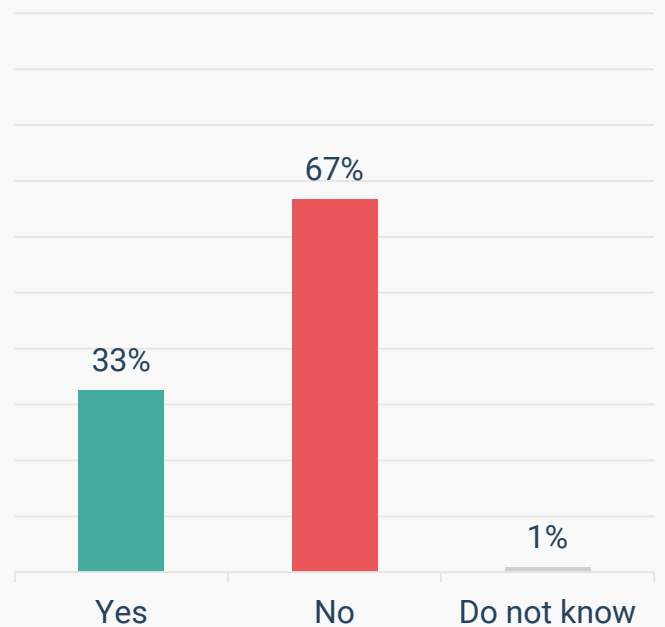


Left: N = 121 | Right: N = 120

Have you received the support of a mentor to support you in your role as a MSL manager?



Do you receive regular coaching in your role as a MSL manager?



Left: N = 120 | Right: N = 120

MSL manager in-role challenges

MSL managers: Are you currently facing any of the following challenges in your role?

Challenge	General cohort
Measuring MSL impact and value in a meaningful way	63%
MSL role is not fully understood within my organization	46%
Attracting experienced MSLs to our organization	45%
Lack of opportunities for MSL career progression	41%
Workload priorities make it challenging for me to support my MSLs	41%
Challenging relationships with cross-functional colleagues	40%
Internal confusion between MSL and sales role	37%
Retaining MSLs within our organization	33%
The competencies for the MSL manager have not been defined within my organization	26%
Lack of internal processes and guidance to support effective MSL working	25%
Focus on a mature product environment	24%
Lack of internal training expertise to support MSL upskilling	22%
We have limited MSL resource for the size of the geographical region	22%
Lack of coaching to support me in my role	22%
We do not have metrics to demonstrate the value and impact of the MSL role	20%
Lack of training support within the organization to upskill me as a MSL manager	18%
Lack of clarity on compliant working (e.g. no MSL Working Guidance, SOPs)	15%
We are a small organization with limited resources to support delivery of MSL excellence	13%
I have training needs that have not been addressed	12%
I am not clear on the expectations of me as a MSL manager	12%
We have no medical strategy	10%
Other, please specify:	7%
I lack confidence as a manager	4%
None of these	9%

Highlighted in **blue** are key findings

N = 92

Key responses by those who selected 'Other':

Too much work for internal purposes, meetings, reviews...

Work-life balance

No common agreement on MSL priorities

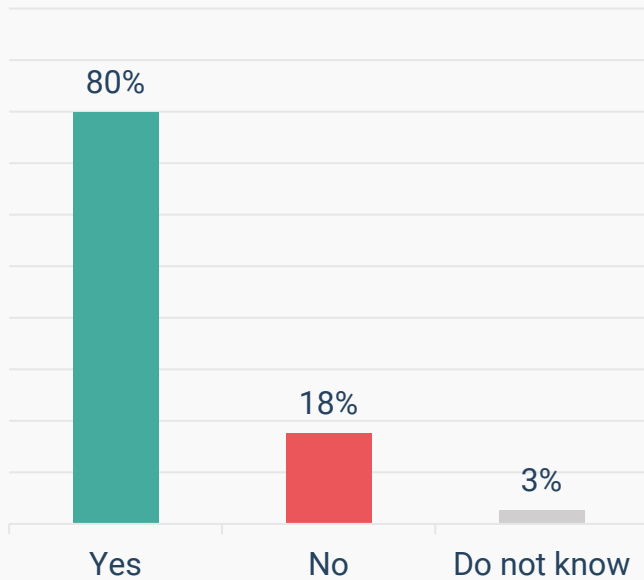
No development opportunities



MANAGER PROVISION OF COACHING

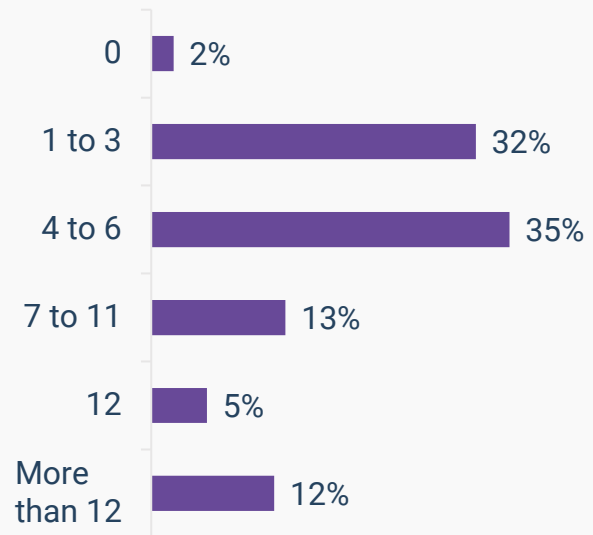
MSL manager coaching

Managers: Is there an expectation that you will conduct MSL field visits/ride alongs as part of your role?



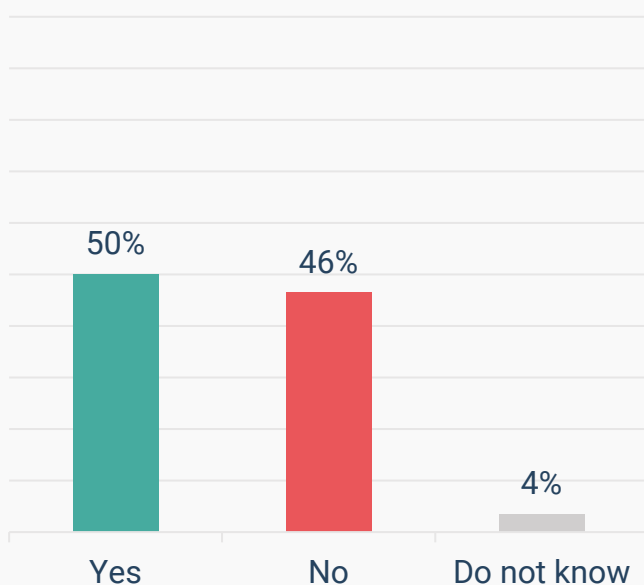
Managers: How many field visits/ride alongs do you aim to complete per MSL in a 12-month period?

(answered if they do have an expectation to conduct field visits)

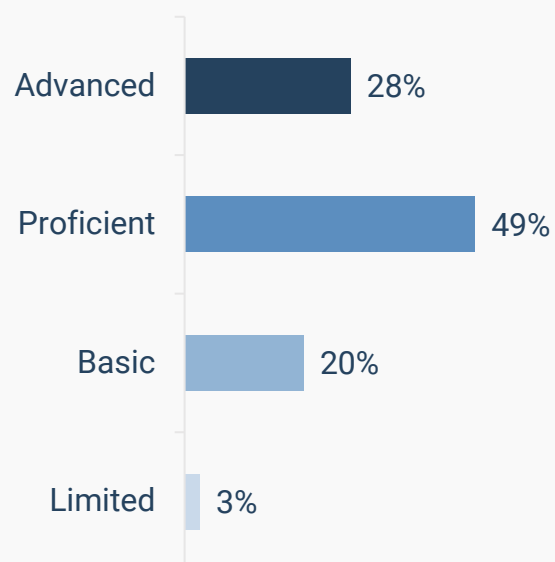


Left: N = 114 | Right: N = 91

Managers: Have you received training in your current management role to enhance your coaching skills?



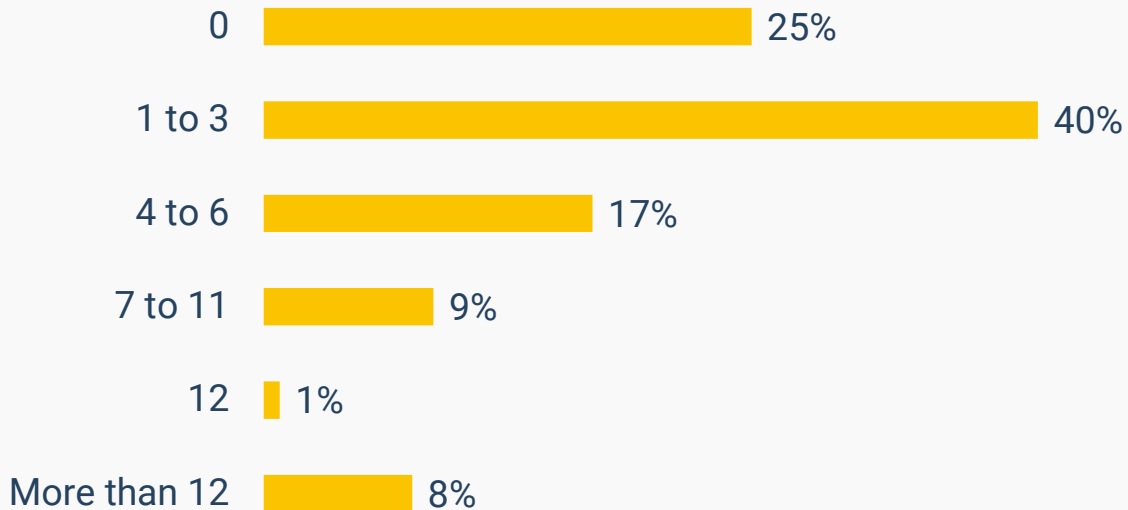
Managers: How would you rate your confidence on coaching your MSLs to progress?



Left: N = 114 | Right: N = 114

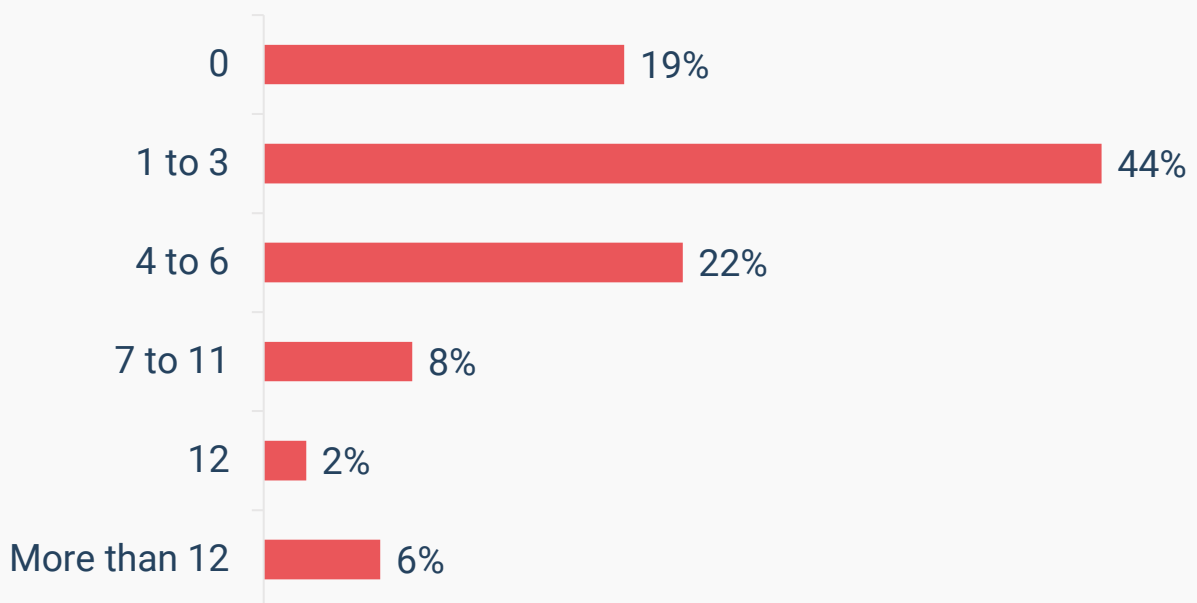
MSL coaching and in-field support

MSLs: Please select the number of interactions you have had with external stakeholders that have been observed by your manager within the last 12 months (including virtual and face-to-face):



N = 363

MSLs: Please select the number of coaching conversations you have had with your manager or a designated MSL coach within the last 12 months:

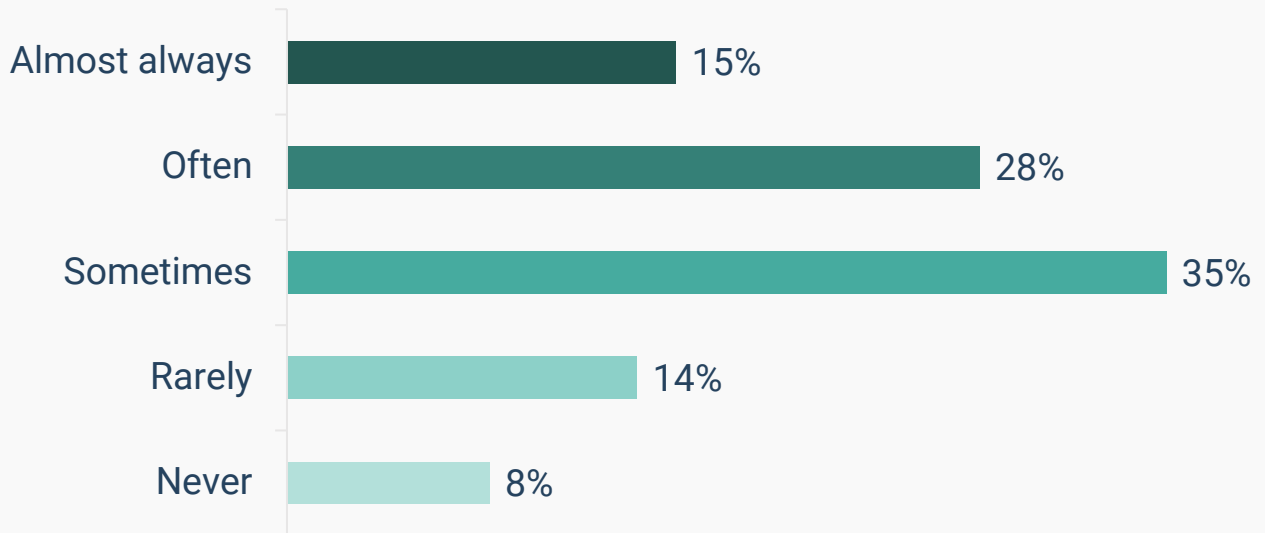


N = 363

MSL coaching and in-field support

MSLs: Has the coaching you have received in the last 12 months supported you to develop within your role?

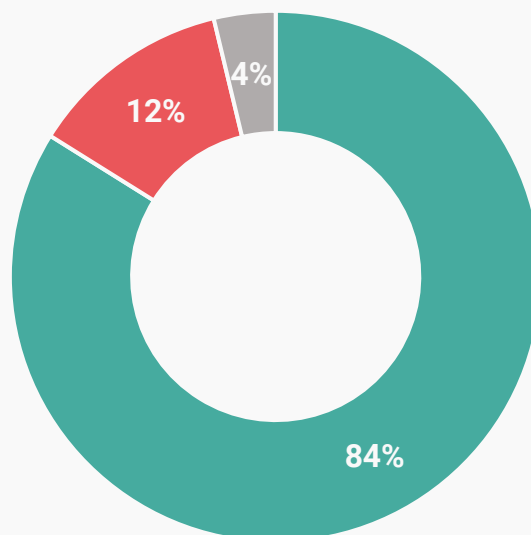
(answered if they confirmed they had received coaching conversations or field visits/ride alongs in the last 12 months)



N = 323

All: Do you believe that in-field coaching for the MSL is important?

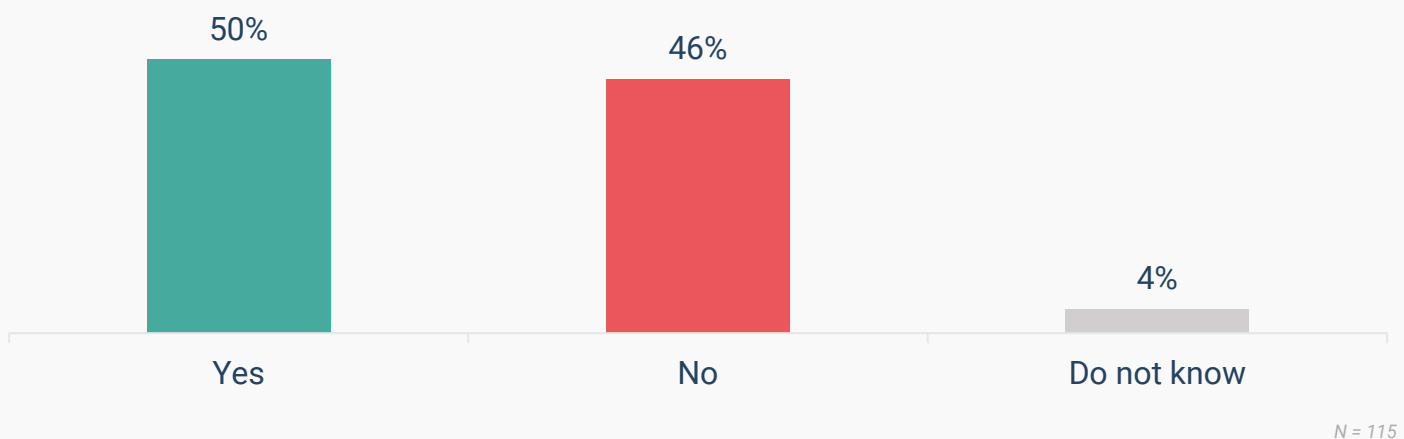
■ Yes ■ No ■ Don't know



N = 453

Manager in-role development

Do you currently have a formalized development plan which reflects your needs and aspirations?

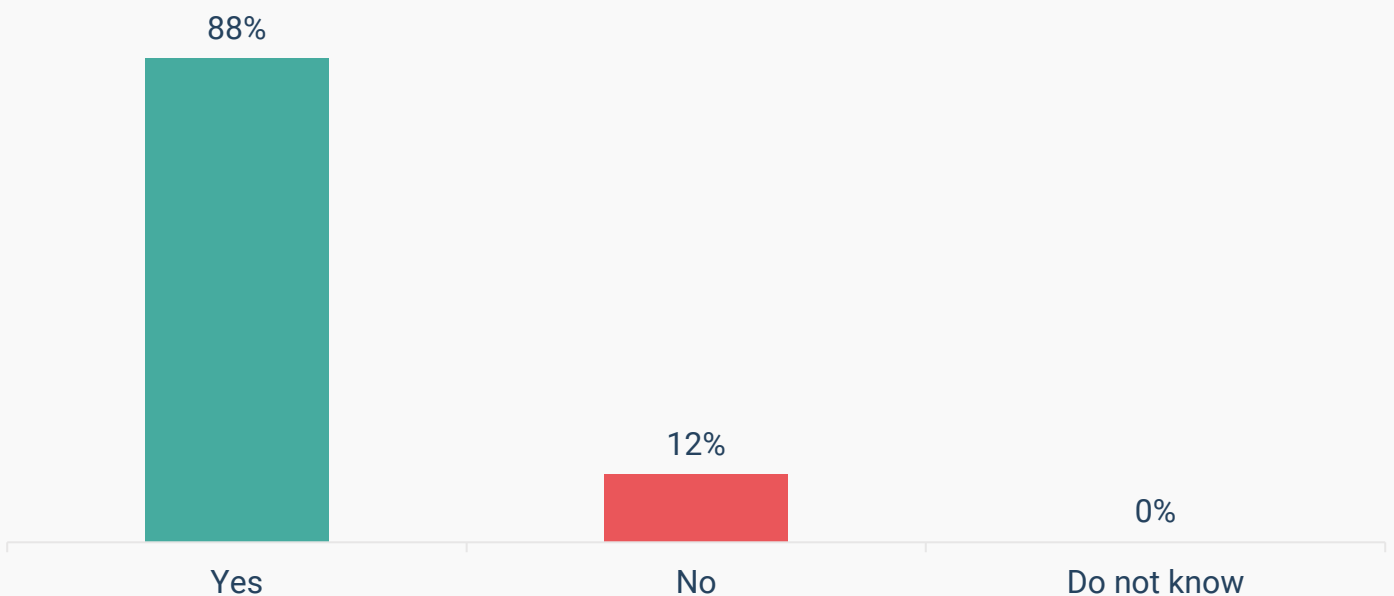


N = 115

(data for MSLs with some management responsibilities included)

Have you discussed your development plan with a manager or an HR colleague in the last 12 months?

(answered if they confirmed they have a formalized development plan in previous question)

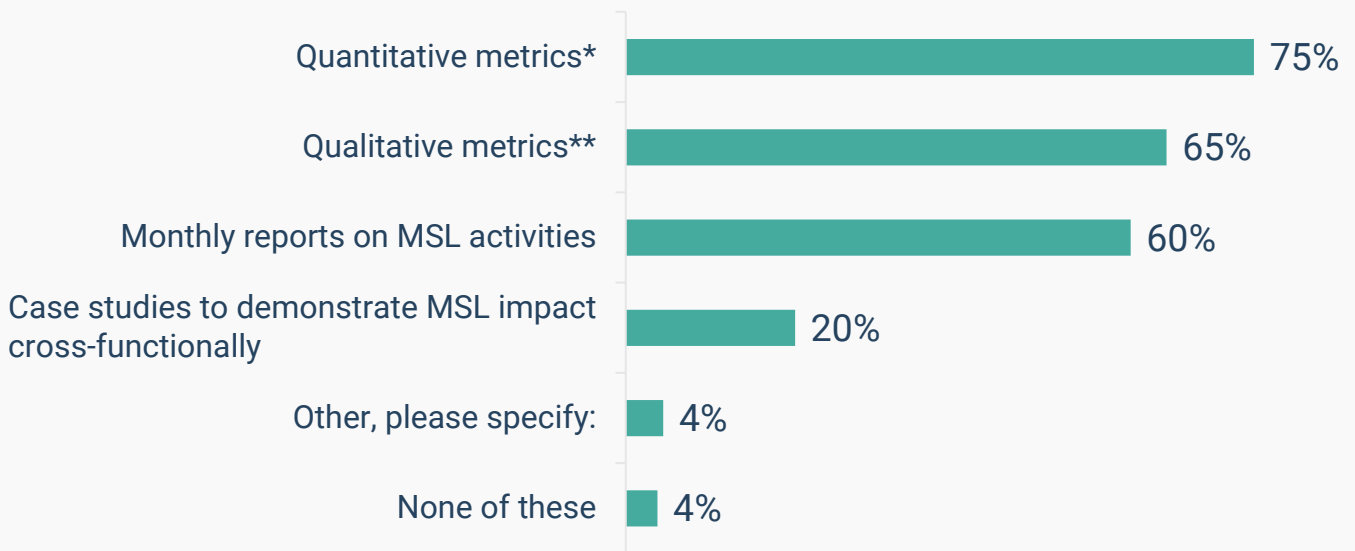


N = 57

(data for MSLs with some management responsibilities included)

MSL impact and value

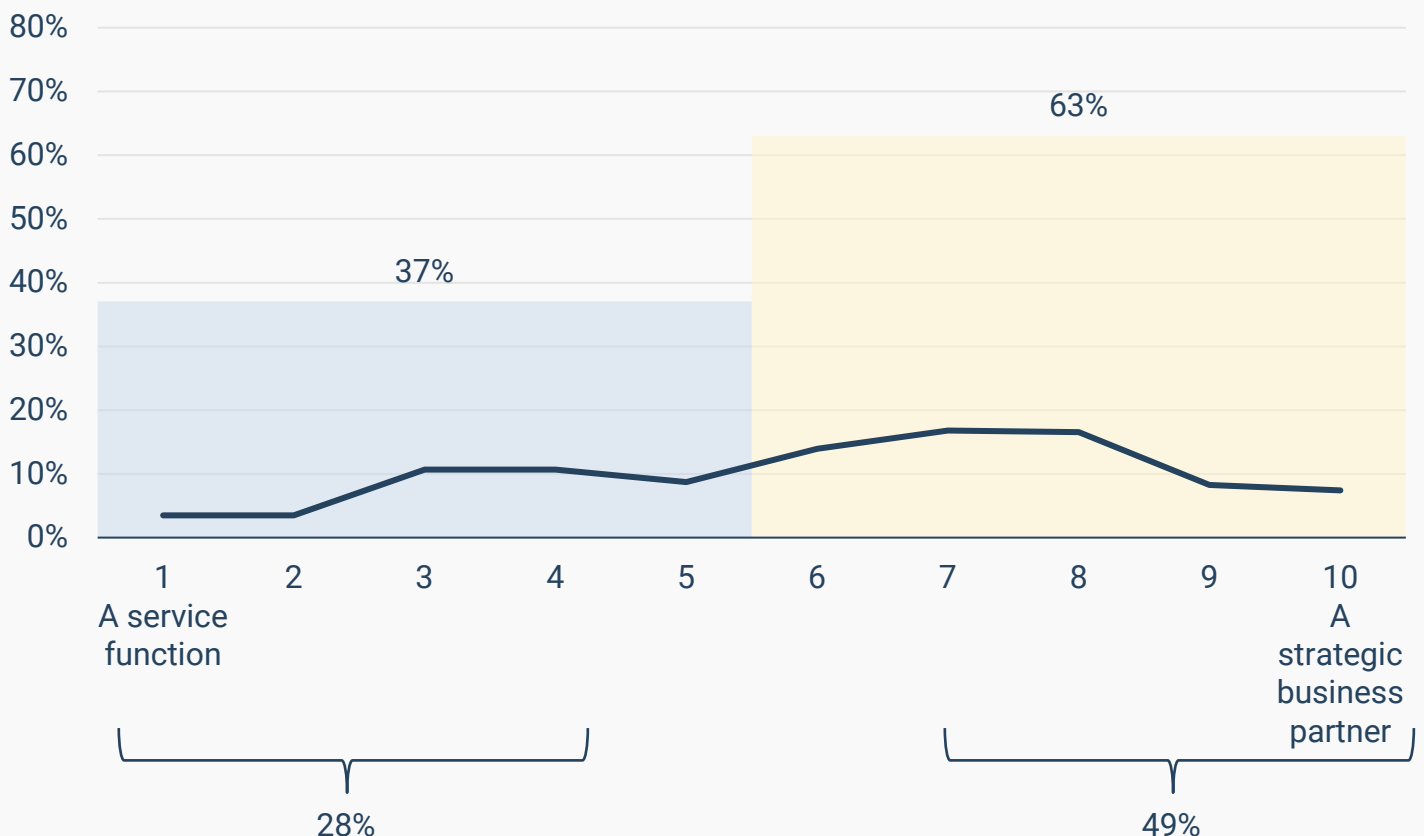
How is the value and impact of the MSL role measured within your organization?



* (e.g. number of meetings, number of HCPs, length of meetings)
 ** (e.g. HCP and colleague feedback)

N = 582

I believe that the MSL role in my organization is seen as:



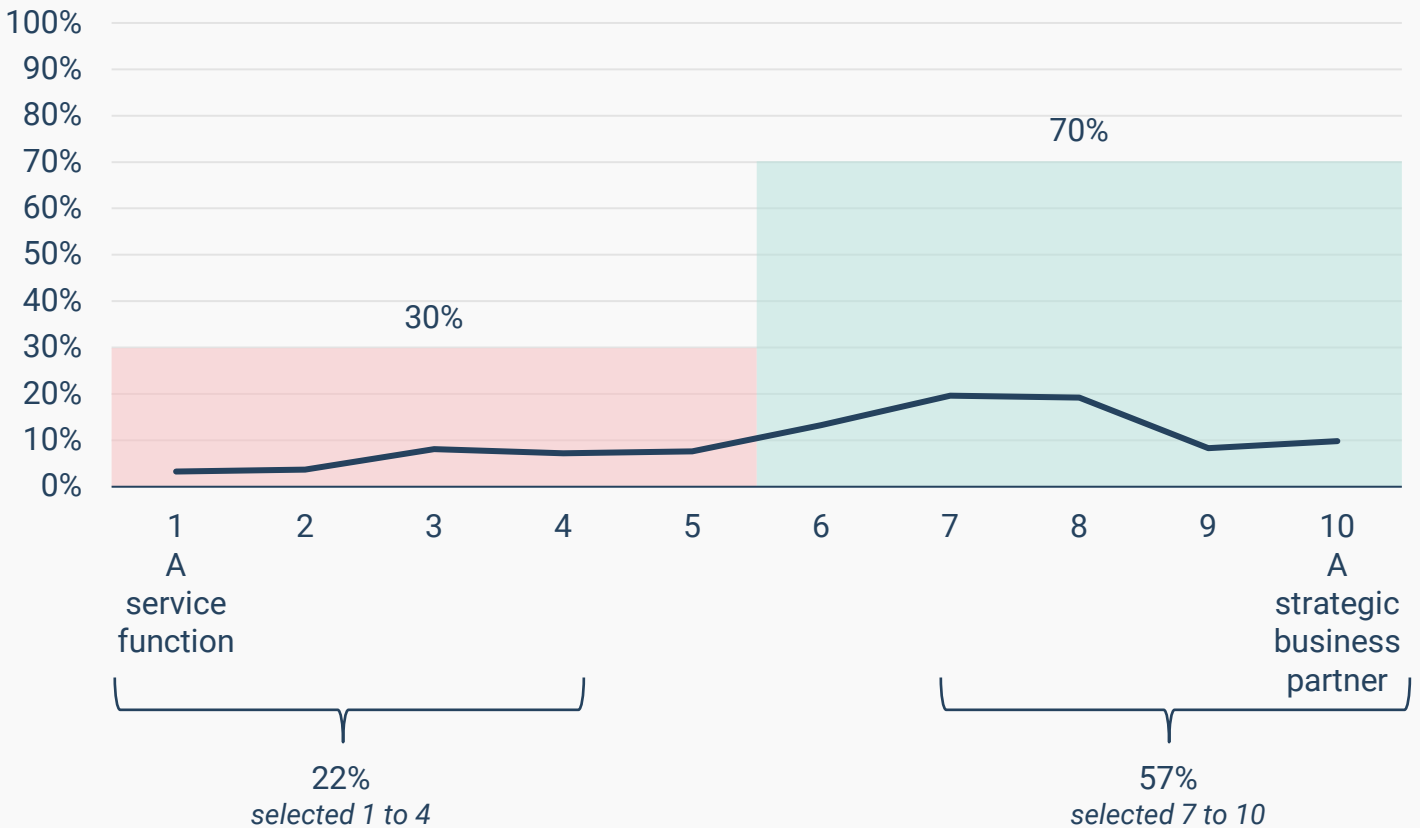
N = 459



MSL & MEDICAL AFFAIRS VALUE DEMONSTRATION

Medical Affairs impact and value

I believe that the medical affairs function in my organization is seen as:



N = 459

Manager and MSL cohorts responses compared:

		MSL managers*		MSLs	
		Perceived impact & value of Medical Affairs	Perceived impact & value of MSL role	Perceived impact & value of Medical Affairs	Perceived impact & value of MSL role
Nearer to a service function	4 and below	20%	29%	23%	28%
	5 and below	27%	41%	31%	36%
Nearer to a strategic business partner	6 and above	73%	59%	69%	64%
	7 and above	57%	41%	57%	51%

*not including MSLs with some management responsibilities

MSL managers: N = 92 | MSLs: N = 367



Summary

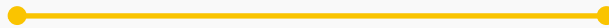
These findings reflect how the continuing evolution of the MSL role from a service function to a strategic business partner is impacting those who manage and lead MSLs.

Our key takeaways from these findings include:

- The majority of managers believe role-specific onboarding is essential for new-to-role MSL managers to be effective in-role, but less than half received training/upskilling from their organization to support their transition to an MSL management role (page 6)
- Coaching MSLs to progress was the top MSL manager competency identified by respondents (page 7), and more than half of manager respondents selected this as a development need for themselves (page 8), yet only half of managers had received training in their current management role to enhance their coaching skills (page 11)
- The top challenge for MSL manager respondents was measuring MSL impact and value in a meaningful way (page 10)
- MSL respondents reported fewer interactions observed by their managers (page 12) than manager respondents (page 11)
- In comparison to MSL respondents, MSL managers were more likely to believe the MSL role was perceived nearer to a service function at their organization (page 17)

We are pleased to provide this findings report for free. If you have any questions about these data, please contact us.

We hope these findings are of use to you.



About One MSL

Our annual survey findings enable us to better understand and address the needs of MSL and MSL Managers globally, both through our consultancy with our clients and our engagement with Medical Affairs professionals via the One MSL Community.

One MSL is proud to be recognised for our expertise, passion and authenticity.

Our team of selected industry experts have an in-depth understanding of the role of the MSL and MSL Manager, based upon our collective experience within Medical Affairs across global pharma and related industries.

We are passionate about upskilling MSLs and MSL Managers throughout their professional development journeys. For all of our team, our activities within Medical Affairs are in ultimate support of the patient.

If you are interested in finding out more about this year's survey or participating in our next annual survey, please contact us:

contact@onemsl.com



www.onemsl.com



**Thank you for your
interest in our survey
findings!**



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