

Associate Director, Sales & Marketing – CSL

1. Tell us a little about your journey and how its lead to you applying for this role?

Type: Background · score 48

My career has been built at the intersection of sales and marketing in the pharmaceutical industry, and this role at CSL feels like a natural next step rather than just another move.

I've spent over a decade in pharma commercial roles, progressively taking on broader accountability – starting in field sales, moving into brand management, and then stepping into leadership positions where I've owned both the strategy and the execution across sales and marketing simultaneously. That dual experience is something I genuinely value, because I've seen firsthand how disconnected those two functions can be, and how much commercial performance suffers when they're not aligned.

Across my career I've worked across specialty, hospital, and primary care channels, which has given me a real appreciation for how differently you need to engage those audiences – the KOL relationships, the payer dynamics, the field capability requirements – they're genuinely distinct, and getting that channel mix right is something I've had to navigate with real trade-offs under budget pressure.

What draws me specifically to CSL is the seriousness with which this organisation approaches science and patient outcomes. This isn't a company chasing volume – it's building long-term value in areas where patients genuinely have unmet need. That aligns with how I think about commercial leadership: strategy grounded in patient and clinical insight, not just market share targets.

I'm at a point in my career where I want to lead at a portfolio level, shape the direction of a commercial organisation, and build the kind of team that sustains performance beyond any single campaign. This role is exactly that opportunity.

Likely follow-ups

- You've worked across specialty, hospital, and primary care channels – walk me through a situation where you had to make a hard resource or budget trade-off between those channels. How did you decide, and would you make the same call again?
- You mentioned that disconnected sales and marketing functions hurt commercial performance – can you give me a specific example where you identified that misalignment and describe exactly what you did to fix it and what the measurable outcome was?
- You spoke about CSL's focus on patient outcomes and unmet need aligning with your values – can you tell me about a time when commercial pressure conflicted with what you believed was the right clinical or patient-centred approach, and how you handled it?
- You said you want to lead at a portfolio level and shape the direction of a commercial organisation – what does that mean in practice to you, and where have you already operated at that level versus where would this role be genuinely stretching you?

2. What skillset/attributes do you bring to this role?

Type: Motivational

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No answer yet.

3. If you were successful in, what do you think are the overarching buckets of priorities for this role?

Type: Situational

No answer yet.

4. What would your approach look like in ensuring the BUD delivers on financials?

Type: Situational

No answer yet.

5. What would your style of people leadership look like in managing your BU?

Type: Situational

No answer yet.

6. Can you please describe the kind of culture you would be looking at building?

Type: Situational

No answer yet.

7. How would you go about implementing that culture?

Type: Situational

No answer yet.

8. Can you give us an example of a time where you have tried to implement a certain culture within a team?

Type: Behavioural

No answer yet.

9. Have you got an example of you have had an issue in a brand team and how you have approached it?

Type: Behavioural

No answer yet.

10. If you were successful in the position, what would your approach be in a situation where there are issues in a brand team?

Type: Situational

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No answer yet.

11. What would be your priorities with the sales team?

Type: Situational

No answer yet.

12. What would your approach be in managing the Ali sales team?

Type: Situational

No answer yet.

13. What would your approach be in a situation where there are issues with the sales team?

Type: Situational

No answer yet.

14. Have you got an example of you have had an issue with a sales team/team member and how you have approached it?

Type: Behavioural

No answer yet.

15. If you were successful, what do you think would be your biggest challenges in the initial months and how would you overcome them?

Type: Situational

No answer yet.