9/19/2016

Accidental Project Manager

Stacy Price, PMP
Head PD Operations
Shire

Robert G. Beane Jr, PMP
Director
Barry-Wehmiller Design Group

Alnylam
9/15/16

Abstract

The Accidental Project Manager

Assigning a Project Manager (PM) to a project means that the project is complex enough to require a dedicated individual to lead/drive, organize and monitor the project. Conducting project management well is a profession in its own right that requires active participation and team leadership skills, but there are techniques and best practices that many people can learn, and contrary to popular thinking, it is not about becoming a schedule wizard or Microsoft Project guru. The secret lies in skills that can be honed, even when you've unexpectedly landed in a PM role. This presentation will focus on the top 5 key areas that are critical to project success and are often overlooked.

This presentation will be of interest to those:

* *New and developing project managers*
* *Leaders managing others that manage projects*
* *Curious about the project management profession*
* *Managing challenging projects with little advanced notice*
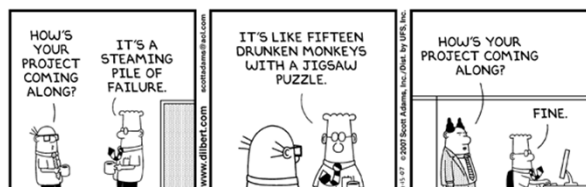
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Biography and Background

Stacy Price

Head of Pharmaceutical Development Operations at Shire

Stacy has over twenty years of experience leading operations and program management in corporations to build business capabilities across biotechnology disciplines

She has acted as Project Management Office (PMO) and Portfolio Manager for development, capital, remediation and operational project teams.

She has been with Shire for eleven (11) years leading manufacturing, pilot plant, and laboratory operations, CMC, Operations and Engineering program management offices and has been a champion to building IT solutions for the laboratory space. Prior to her time with Shire, Stacy has worked at TKT and Serono, focusing on process and automation engineering, development and manufacturing.

Stacy holds a Masters of Science in Biochemical Engineering from Tufts University, is a certified Project Management Professional (PMP) from the Project Management Institute, is a Lean Six Sigma Green Belt and has a certification in Business Process Management from Boston University.

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Biography and Background

Robert G Beane Jr

Director for the Barry-Wehmiller Design Group

Rob has over seventeen years of experience leading turn-key capital engineering, validation and quality projects for pharmaceutical, biotechnology, and medical device clients.

Has acted as Project Management Office (PMO) and Portfolio Manager for capital, remediation and operational project teams.

He has been with Design Group for four (4) years assisting to build the Regulatory Compliance business and service offerings for the company. Prior to his time with Design Group, Rob has worked for a small number of consulting companies, where his focus has been on efficient project delivery, total operational solutions and building QbD into the EPCMV process.

Robert holds a Bachelor of Science in Chemical Engineering from Villanova University and is a certified Project Management Professional (PMP) from the Project Management Institute

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Barry-Wehmiller Design Group

DESIGN ◨ GROUP

Barry-Wehmiller Design Group is a leading supplier of professional engineering and consulting services in the Pharmaceutical, Biotech and Medical Device Markets, providing thousands of hours of engineering design, construction management, system integration, process engineering and regulatory compliance solutions to leading Life Science companies each year.

Design Group has over 1100 engineers across 35 offices with extensive experience with technology transfer, new product introductions, process modeling, facility & critical utility engineering projects and quality remediation planning and execution.

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Accidental Project Manager

Top 5 Keys to Success

Stacy Price, PMP
Head PD Operations
Shire

Alnylam
9/15/16

Agenda

Projects and Project Success

Bring your project in successfully, on-time, on-budget
1. Stakeholder Management
2. Scope Management
3. Communication Management

Give your project longevity
4. Operations
5. Change Management

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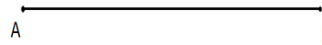
Projects and Project Success
Key Points to Remember

Projects are started to fix a problem or build capability.

A Project by definition is finite. It has:
- A defined end point and
- Defined success criteria.

A   B

Project Success is determined by *whether and how well the problem was solved* and *how capable the new solution is*

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Projects & Project Success
The word on the street…

Fewer than a third of all projects were successfully completed on time and on budget over the past year. (Source: Standish Group)

One in six IT projects have an average cost overrun of 200% and a schedule overrun of 70%. (Source: Harvard Business Review)

75% of business and IT executives anticipate their software projects will fail. (Source: Geneca)

Most Common Causes of Project Failure:
Changing priorities within organization- **40%**
Inaccurate requirements – **38%**
Change in project objectives – **35%**
Undefined risks/opportunities – **30%**
Poor communication – **30%**
Undefined project goals – **30%**
Inadequate sponsor support – **29%**
(Source: Wrike News)

The United States economy loses $50-$150 billion per year due to failed IT projects. (Source: Gallup Business Review)

33% of projects fail because of a lack of involvement from senior management. (Source: University of Ottawa)

The Project Management Institute has continually found that poor communication is at the heart of most project failures.

High-performing organizations successfully complete 89% of their projects, while low performers complete only 36%. (Source: PMI.org)

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Project Success
Key Points to Remember

As the Project Manager, you are responsible for delivering the project according to expectations of the stakeholders *and* for setting-up the final solution for success

Stakeholder = anyone affected by the project.

Expectations = problem/pain point & success criteria definitions

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Projects and Project Success

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1. Stakeholder Management

Stakeholder Management is the key to risk mitigation

You must identify the stakeholders, determine their requirements and expectations, and manage their influence in relation to the requirements to ensure a successful project.

Project stakeholders are those that have an interest in the outcome of the project. Stakeholders may be inside or outside an organization

Sponsor the project

Have an interest or a gain upon a successful completion of a project.

May have a positive or negative influence in the project

completion.

Exert influence over the project's objectives

and outcomes.

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1. Stakeholder Management

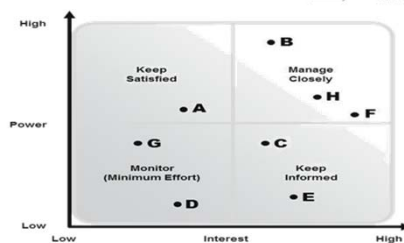TOOLS to Define Who Your Stakeholders Are

Business Process Diagram
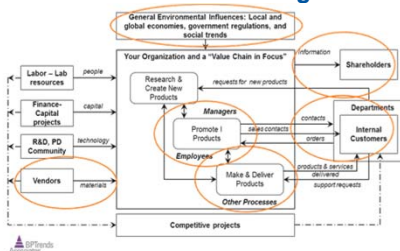
Influence Portfolio Diagram
Sample Influence Portfolio Diagram
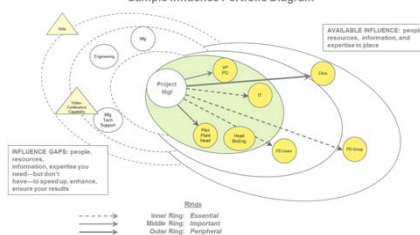
Example:
Power/Interest Grid
with Stakeholders

High

Keep
Satisfied

Manage
Closely

• B

Power

• A

• H
• F

• G

• C

Monitor
(Minimum Effort)

Keep
Informed

• E

Low

• D

Low   Interest   High

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1. Stakeholder Management

Who's your Sponsor?

Sponsors provide resources and budget for the project. Ensure requirements align with business objectives.

Stacy's PM rules:

1. If you don't have a sponsor, don't accept the job
2. If your project doesn't align with the corporate goals, don't accept the job

Stacy's PM Corollary:

1. Keep your sponsor engaged by active communication
2. Know the pulse of your sponsor and the corporate goal your project maps to

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2. Scope Management:
"deliver the project according to expectations"

What are the expectations?

1. Establish your vision
   - Describe your future state
2. Describe the current state
   1. Process map with metrics
   2. Pain-point checklist and description (include current and future stakeholders)
3. Classify needs
   1. Immediate, short tem, long term

What expectations are reasonable for the time and funding provided?
Meeting Stakeholder priorities builds enthusiasm and adoption

Stacy's third PM Rule:

Write a charter for EVERY project

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3. Communications Management
The key to Stakeholder Management

When stakeholders feel that they are being heard and their needs are being considered, they become engaged in the project.

When stakeholders are engaged in the project they truly take ownership of the outcome!

TOOLS:
- Governance model
- RACI
- Meeting agendas, minutes
- Reporting

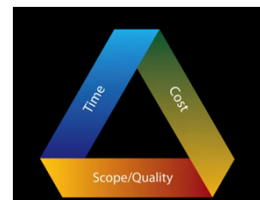ISPE.   Connecting   Pharmaceutical   Knowledge   ispe.org | 17

Project Execution

Bring your project in successfully, on-time, on-budget
1. Stakeholder Management
2. Scope Management
3. Communication Management

But what about the following practices?

- Schedule Management?
- Risk Management?
- Cost Management?
- Team Management?

ALL are important and contribute to a successful project.

BUT… if you don't have the first three topics covered well, (stakeholder, scope & communication management), the practices listed above won't bring your project to a successful completion.

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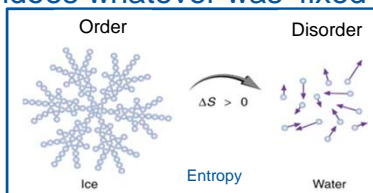
Project Success

How capable is the solution/capability your project delivered?

Remember, projects are intended to fix problems or build capability

And also Remember-

Entropy takes over and undoes whatever was 'fixed' by the project implementation

Order   Disorder

$\Delta S > 0$

Ice   Entropy   Water

UNLESS – you planned for success

Key to success: Operations planning, Change management

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Operations
Who's going to sustain and maintain?

Project skillsets are very different from Operations skillsets

The project team members should therefore be different than the team that will run and maintain the project's work-product.

Get your routine operations team involved

BEFORE the project ends!

'Turn Key' is a nice concept for functionality

and documentation, but not for people

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Operations
Business Processes

All successful projects require new/revised business processes to keep the intended solution running well

Your operations team are the ones to define and document those business processes.

The project team or Operational Excellence/continuous improvement teams offer the skillset to help the operations team define those processes.

Look holistically, not just at the individual pieces.

This scope is always bigger than initially perceived!

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Change Management
Adoption is the goal

People resist change

All projects result in change

Find your allies, your champions

Leverage them!

Ambassadors

Champions

Point of contact

Change Management
Market your project to manage change! – It's all about communications

Communications throughout the project

Heads-up

What's coming – high level

Seek input – who's affected and how?

Work into the project plan

What's coming – details

Advertise new business processes, functionality

Change Management
Engaged stakeholders = adoption

Find quick wins

Advertise success

Continuous improvement – the project team needs to stay engaged after go-live

Hyper-care

Measure against your success criteria and don't stop until finished (and the Sponsor declares success)!

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Summary – Top 5 Keys to Project Success

Bring your project in successfully, on-time, on-budget:

1. Stakeholder Management
2. Scope Management
3. Communication Management

Give your project longevity:

4. Operations
5. Change Management

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Summary
Stacy's Checklist

- ✓ Know your sponsor, know your stakeholders
- ✓ Link your project with the corporate goals
- ✓ Scope it right-sized!
- ✓ Communicate, communicate, communicate
- ✓ Integrate your operations team during project execution
- ✓ Build sustainable business processes for post go-live
- ✓ Market your project, communicate expectations for all stakeholders, including end users

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For further information, please contact

Stacy Price

stacystacy1238@gmail.com

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Questions?

Please use the microphone indicated so our recording includes audio of your question

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Effective Communication

Robert G Beane Jr, PMP
Director
Barry-Wehmiller Design Group

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Evolve or Die

Project managers are neither made nor born. They are hurled, without warning and without training, into the maelstrom of management. It's a sink-or-swim world.

…And you need help.

Summary
Stacy's Checklist

✓ Know your sponsor, know your stakeholders
✓ Link your project with the corporate goals
✓ Scope it right-sized!
✓ Communicate, communicate, communicate
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Summary
Stacy's Checklist

- ✓ Know your sponsor, know your stakeholders
- ✓ Link your project with the corporate goals
- ✓ Scope it right-sized!
- ✓ Communicate, communicate, communicate
- ✓ Transition in your operations team during project execution
- ✓ Build sustainable business processes for post go-live
- ✓ Market your project, communicate expectations for all stakeholders, including end users

IT'S SO IMPORTANT THAT SHE MENTIONED IT FOUR TIMES IN HER SUMMARY!

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So, Communication's pretty important?
Communication Management

What is it?

The processes required to ensure **timely and appropriate generation, collection, dissemination, storage and ultimate disposition** of project information.

Why is it important?

The most crucial success factor in project management is effective communication. On an average, **two in five** projects do not meet the project's original goal or intent and one-half of those unsuccessful projects are related to ineffective communications.*

*PMI's 2013 Pulse of the Profession report
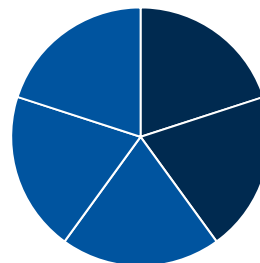
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Ok, that's great, but definitions and scare tactics don't help

Communication is work

Work is tough

Effective Communication is more work and more tougher

The greater the project, the more stakeholders it will have

The more stakeholders, the more points of communication

How you gonna do it?

What information? Media?

Audience? Frequency?

Ugh, too many questions.

Let's get a little tactical…
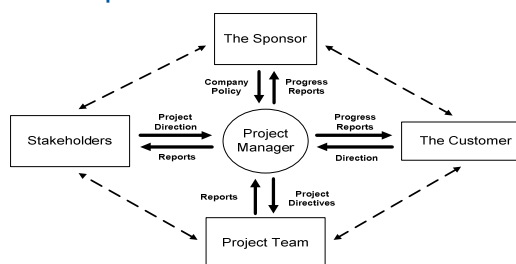
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So what's the point of all this?
Communication is important

The underlying messages for this presentation are:

Be proactive/timely with your communication, don't wait

Over-Communication is rarely an issue or extra work

Under-Communication communicates that you're not in control

Do what you say you're going to do, set the example for others

Communication tools help hold others accountable

Communication of change recognizes change

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Slide 37

You don't Instagram?
Communication Basics
There are many different dimensions of communication

- Written & oral
- Listening & speaking
- Internal & external
- Formal & informal
- Vertical & horizontal

Filtering phenomena plays a part in communications
- Language
- Knowledge base
- Culture
- Levels of management
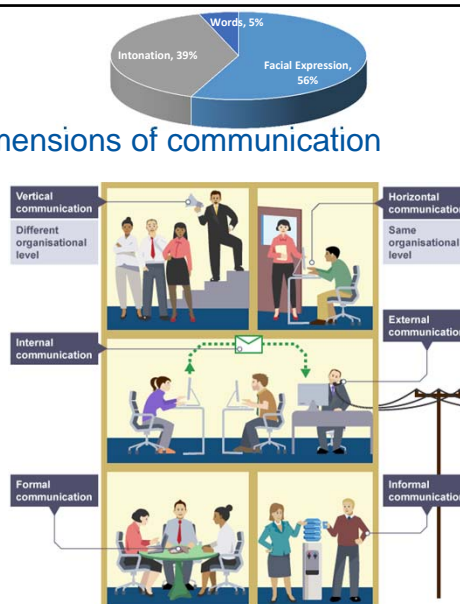
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Slide 38

Let's develop a plan!
Communication Planning

Information and communication needs of the stakeholders.
- What information is needed
- Who needs what information
- When will they need it
- How will it be delivered
- Who will deliver it

Project Phases
- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing
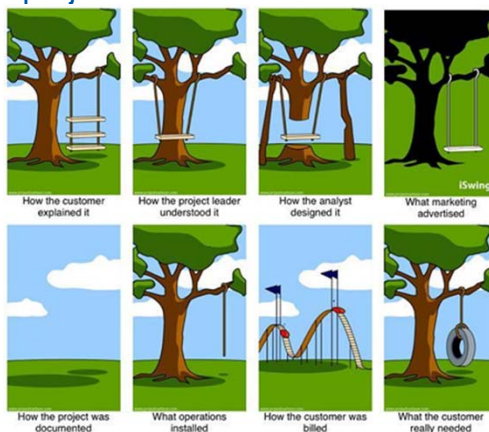

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Ok, so there's a lot to think about – Where do we start?
Initiation

Project Charter - Provides a clear understanding of the reason for the project and its success criteria.

Great! So I understand my assignment, now what?
Planning

Team and RACI Matrix

• Responsible for doing a task or process.
• Accountable for the work or process.
• Consult to provide knowledge, information, or expertise
• Inform those who needs to know

Define the processes, tasks or deliverables

Identify the team members

Define the roles and responsibilities

| Task Description	Sponsor	Business Owner	Project Manager	Technical Lead	Quality Lead	Process Manager
Task 1	I	C	R	A	A	A
Task 2		R	I			
Task 3	I	C	R	A	A	
Task 4	I	C	R			A

Great! So I understand my assignment, now what?

Planning

Schedule Development and Baseline

- **Formal** tasks/milestones and deliverables
- Defines **interrelationships** of tasks
- Define **duration/effort** of tasks, consider **manpower loading**
- Approval of the schedule in the planning process is called a **Baseline**
- Sets expectations for team members, update sponsors on status of project and evaluate the **impact of delays** to the project
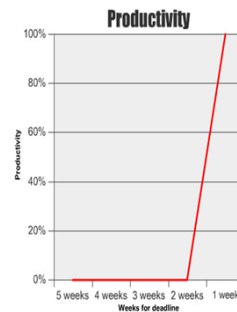
Project Plan

- **Scope and approach** defined within the Project Charter is further developed
- **Approved** by a cross functional stakeholder team.
- Gains **consensus** on the approach to manage the project, the detailed scope and the success criteria.

I FINISHED THE PROJECT PLAN WITHOUT YOUR INPUT.

YOU WOULD HAVE LIED TO ME ANYWAY, SO I JUST SKIPPED THAT STEP.

I'VE ALREADY ASSIGNED BLAME FOR FAILURE, BUT DON'T WORRY, IT'S JUST PRELIMINARY.

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Phhew, that's done. Now can we get on to the project?

Active Execution

Meeting Minutes
- **Capture** the discussion, decisions and next steps
- Formal issue to stakeholders per the **RACI Matrix**
- Following the kickoff meeting and all formalized
- Casual **conversations** where decisions are made should be documented in a formal communication

Action Items List
- Developed and maintained for the life of the project
- Each action will include a **unique identifier, responsible party, resolution request date and priority**.
- Updated upon defined frequency; **supports status reporting**

Risk Management
- Process of evaluating **risks and opportunities**, their relative impact to the project drivers, i.e. schedule, cost, quality, and establishing **avoidance, mitigation or risk transfer** strategies.
- Risk management efforts should be **commensurate with the potential impact** to the project details.
- Formal **tools** such as Failure Mode and Effects Analysis (FMEA) and Risk Registers may be employed, among others.

Why do meeting minutes take hours?

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## Wait, Who wants to know how it's going?
Execution - Status

Status Reports and Dashboards
- Highlights the work that was **accomplished** since the last report, the **plan** for the following period, and any key sponsor/stakeholder '**asks**'
- **Know your audience** and adjust the content to align with interest – status reports vs. dashboards
- Establish a **cadence** with your reporting

Earned Value or other KPIs
- Communicate using methods that are **measurable**
- Define measurement tools – what is considered '**complete**?'
- Is the project **healthy**? If not, what are you doing to get back on track?
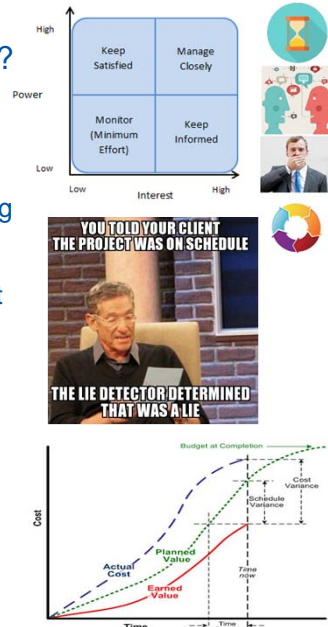
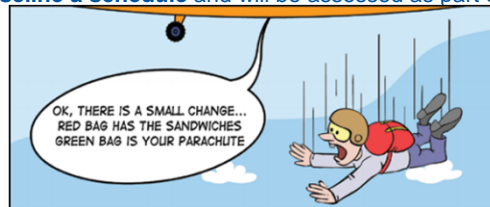**ISPE.**   Connecting   Pharmaceutical   Knowledge   ispe.org | **43**

Wait -- That isn't part of the project?!?
Monitoring and Controlling

Change Management
- Controlling change and impact to the project success criteria requires **active management and tracking**
- Prospective change: Managed actively, with documented evaluation of the change and its **impact** to the project, proceeding through the proper review and approvals
- Retrospective change: Used as a tool to evaluate, communicate and approve changes that occurred on a project **prior to** the current state.
- Note that change management may require the formal revision of **lifecycle documentation**, i.e. Requirement Specifications, Project Plans, Design Documents, Schedules and/or others. Change management may also drive the need to **re-baseline a schedule** and will be assessed as part of this process.

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Wha-hoo!!! All done
Closing

Plan Report
- Can be as simple as a memo to file or as complex as a restatement of the project execution approach, deliverables and methodologies.
- Action Item List should be reviewed and any open items will be either targeted for closure, moved to a CAPA (or equivalent) or disposed immediately.
- Formal report signed by the PM, Project Owner, and Sponsor, at a minimum, and archived with the project files. **Get owner & sponsor approval**!

Lessons Learned
- Solicit, collate and archive project successes and opportunities for future improvement
- Allows all contributors to share experiences, provide feedback regarding project strengths, weaknesses, and ideas for ensuring success in the future.

Celebrate the success

A lesson learned

Never wash your whites with colors
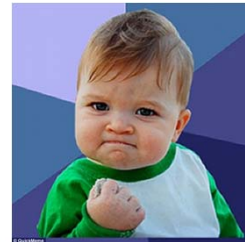
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The Big Wrap Up
Effective Communication is Critical to your success as a PM

Be proactive/timely with your communication, don't wait

Over-Communication is rarely an issue or extra work

Under-Communication communicates that you're not in control

Do what you say you're going to do, set the example for others

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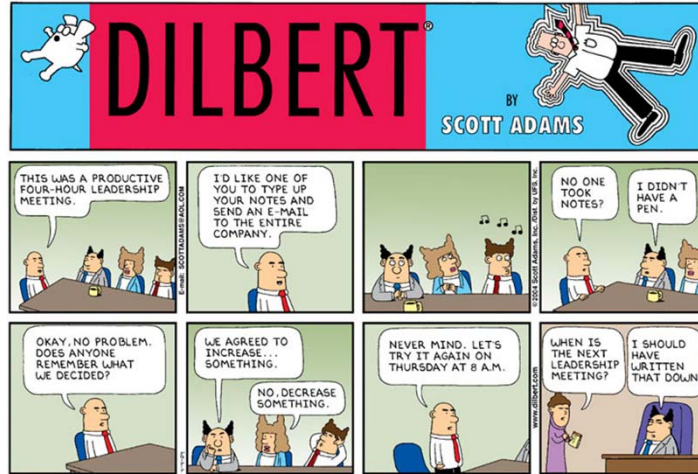ISPE.   Connecting   Pharmaceutical   Knowledge   ispe.org | 46

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Thank You

Rob Beane   Robert.Beane@bwdg.com   781-354-3505

Questions?

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