

- SESSION SUMMARY -

A Search for the Most Effective
PM Model in the Pharmaceutical
Industry:

PMs and TLs – Do we need both?

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Session Contributors

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Senior Manager, Kyowa Hakko Kirin Pharma, Inc.
Session Chair: Introduction and Conclusions

- **Julie Bukar, MBA**

Managing Director, JGB BioPharma Consulting, Inc.
“Project Team Structures: One Size Does Not Fit All”

- **Linette Edison, MBA, PMP**

Senior Project Manager, Genentech, Inc.
“Good Project Management Maximizes Leadership Effectiveness”

- **Jann Nielsen, PhD**

Senior Director, Project Management, Wyeth Research
“The Role of the Project Leader in the Pharmaceutical Industry”



Questions Addressed

Having both Project Managers (PM) and Team Leaders (TL) is common in the pharmaceutical industry

- Why are we different from other sectors (IT, Construction, Engineering, etc.)?
- What are the differences between PMs and TLs?
- Are there differences in the TL and PM roles in small and large pharma?



Origins of Project Management

- Henry Gantt (1878–1919) forefather of PM
- Construction, Engineering, Military Defense
- Project Management Theory adopted by Leaders.
- Project Managers adopted as a defined job and skill set



TL/PM Models

Factors to Consider:

- CEO / Senior Management View
- Company Size
- Project Type
- Resources
- All of the above and more affect the structure of the PM Model



Project Leadership Models



Combined TL/PM



TL with a separate PM



Optimal PM Skill Set

- Organization and time management
- Leadership skills
 - Interpersonal skills
 - People management thru influence and negotiation
- Communication skills
- Drug development expertise
 - Process based
 - Cross-functional handoffs
- Business acumen
 - Cost analysis and budgeting
 - Commercial perspectives



Optimal TL Skill Set

- Leadership skills
 - Influence and negotiation skills
 - People management
- Communication skills
 - Team members, senior and middle management
- Drug development expertise
 - Science based
- Business acumen
 - External focus
 - Portfolio relationships
- Judgment / decision-making
 - Strategic thinking
 - Analytical skills



The Role of the Project Manager

- Drive the drug development process via project planning, execution and change management
 - Prepare plans and timelines and execute
 - Risk management and contingency planning
 - Scope and change control
 - Budget preparation and oversight
- Primary contact for project operational info
 - Status reporting and forecasting
 - Issue and decision log maintenance
 - Meeting record archival
- Meeting management



Role of the Team Leader

- Strategy development
 - Life Cycle Plans
- Scientific input
- Senior management liaison
 - Proactive communication
 - Presentation at key meetings
- Team dynamics
 - Are they optimal?
- Networking with key stakeholders
 - Is the Team meeting their needs?

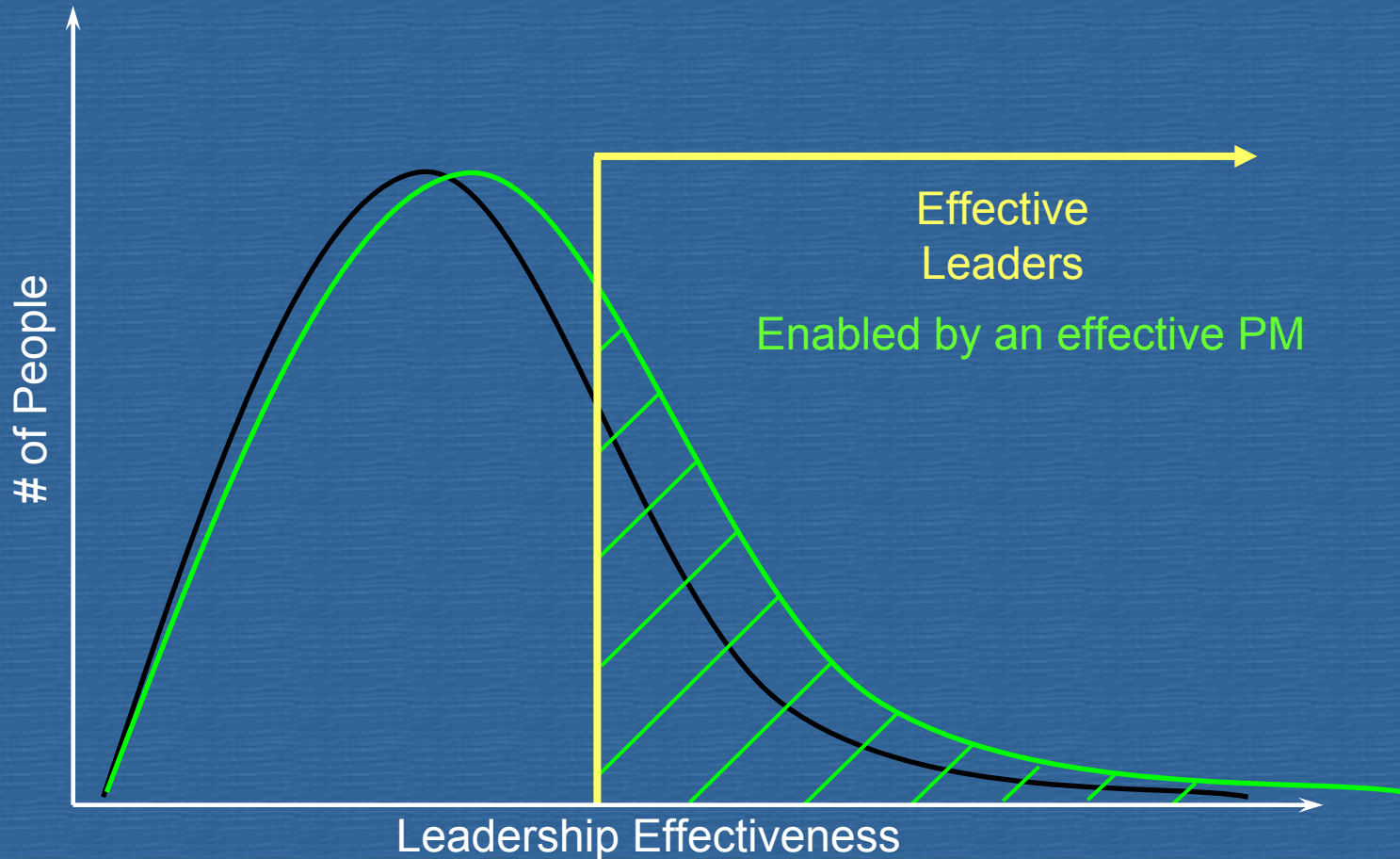


Working Together

- Synergy is critical for success
- Trust
- Delineation of roles and responsibilities
- War stories
 - Bouncing ideas off each other
 - Good cop / Bad cop
 - Covering for each other



Project Managers Maximize Leadership Effectiveness



Separating TL and PM Roles Maximizes Effectiveness

- Enables the TL to stay focused on strategic aspects of drug development
- PM stays focused on tactical and implementation aspects
- Can recruit for optimal skill sets

Pharmaceutical industry is scientifically driven,
hence, it is more efficient to separate the
process vs. science



Post-Session Discussion

- How to quantify the value of project management in drug development?
- Should DIA form a separate Team Leader track?



Questions?

Thank you!!!

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