

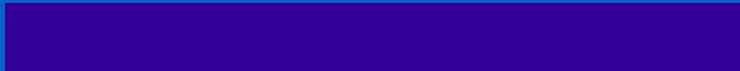
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Lessons Learned



Presentation to PMP
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Mauri Okamoto-Kearney
Director, Project Management
Aradigm Corporation



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Lessons Learned

Agenda

- What?
- Why?
- When?
- How?
- Pitfalls
- Case study

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Lessons Learned

What are they?

- Part of any project or phase closeout
- Closure
- Get a fresh start
- Lead to best practices
- Opportunity to expand team's learning to broader organization
- Post-mortems are a subclass of “lessons learned”

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Lessons Learned

Why do them?

- Closure
 - retrospective evaluation
 - clear the air
- Prepare for next stage
 - improve/renegeotiate operating agreement
 - strengthen team commitment to achieve next goals
 - reviews/resets team processes for improved effectiveness and efficiency
 - avoid repeating same process mistake

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Lessons Learned

Why do them?

- Individual & Team-specific Benefits
 - Allows team to “own” its mistakes
 - Team seen as provider solutions to other teams and the organization
 - Promotes teamwork and accomplishments
- Broader Organizational Benefits
 - Shares mistakes and learning so other teams don't repeat the mistake
 - Opportunity to establish “effort for the greater good” mentality

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Lessons Learned

When to do them?

- Project termination
- Completion of one phase before starting next
 - Evaluate benefit/cost of taking team time and focus to engage in retrospective

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Lessons Learned

How to implement?

- Define a manageable scope
 - time period
 - critical decisions required
 - participants or functions involved
- Sell benefits to individuals and team
- Stick with the facts and analyze data
- Think Personal: “What can I do to improve my performance? ... be a better team player?”

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Lessons Learned

How to implement?

Query: Can or do we want to avoid exposing the "dead rats" that everyone knows about, but no one wants to discuss? What's it worth?

- Will acknowledging this mistake allow team to move on and meet/surpass expectations?
- Will not dealing with this unspoken issue prevent team from performing?
- Will this team member or issue continue to plague team?

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Lessons Learned

How to implement?

- INTENT
 - What was I/we trying to do, to the extent that I/we had a clear intent
 - Multiple perspectives
- FACTS/OBSERVATIONS/EVENTS
 - What actually happened? *No judgement*
- GAP ANALYSIS
- INTERPRETATION & IMPLICATIONS
- ACTIONS (short-, mid-, long-term)

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Lessons Learned

How to implement?

- INTERPRETATION & IMPLICATIONS
 - “So what?”
 - Infer cause and effect underlying desired and undesired outcomes
 - Any implications for similar situations and future actions?
 - Operating guidelines for future
 - Action-orientation: critical points

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Lessons Learned

How to implement?

- ACTION
 - Short-term: immediate improvements in operations and tactics, error correction
 - Mid-term: process improvements, training
 - Long-term: changes in underlying structures, values, strategies to remove limitations to or enhance team performance

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Lessons Learned

Pitfalls

| Pitfalls | Actions |
|---------------------|---|
| Blame the other guy | <ul style="list-style-type: none">- Set groundrules- “What could I have done better?”- Signal own responsibility- Preparation with interviews & coaching |
| Insecurity | <ul style="list-style-type: none">- Intra-team process- Support team to “own” its mistakes and learning- Complete loop to teach others and see benefit of practice- Solicit support from other Project leaders and senior management for process & ownership of learning |

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Lessons Learned Pitfalls

| Pitfalls | Actions |
|--|---|
| Team focussed on self-promotion “What’s in it for us?” | <ul style="list-style-type: none">- Allow team to list accomplishments- Ask team members to put themselves on other teams: “What would help me?” |
| Too little time for the exercise. Focus on tasks at hand – no time to take off | <ul style="list-style-type: none">- Determine benefit/cost of outcomes- Evaluate need at major project milestones- Make it matter |



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A case study:

Rituxan from collaborative start to global filing

Project Management defines scope of exercise

| Timing | Events/Activities |
|---------------|--|
| 3/95 | GNE signs deal with IDEC Pharmaceuticals Joint Committees, development team formed |
| 8/95 | 3-mo benchmark report, milestone payment Hoffman LaRoche evaluating opportunity Scaleup strategy |
| 12/95 | Global BLA/MAA planning First international development team |
| 1/96 | Team leadership change EMEA reg meetings planned for CMC |

Case study: Rituxan

INTENT

- Global (US/EU) filing by 3Q97
- Minimal GNE resources

WHAT HAPPENED?

- Global filing accomplished by 2/97
- Overbudget
- IDEC focused on US as primary market; EU and Roche considered GNE's concern

LESSONS LEARNED

- Identify resources required from US BLA → Global filing
- Clarify implications before agreeing and setting plan in stone

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Case study: Rituxan

- Lessons grouped into one of 7 categories
 - Decision-making
 - Communication
 - Organizational structure
 - Roles/Responsibilities
 - Technical issues
 - Collaborative/Relationship
 - Project Management issues (resources, timeline)

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Case study: Rituxan

- Examples of learning
 - “Let go” when partner is responsible or has expertise
 - Identify re-evaluation points and criteria for changing prior decisions
 - Understand desired outcome before reacting
 - Think 2 moves ahead - evaluate alternative options
 - Stop and think before acting
 - Upfront communication with partners on financial implications of role or scope changes

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Nuts & Bolts

- Prep (on site)
 - Interviews with critical area representatives
 - Coach individuals to focus on self
 - Obtain enthusiastic buy-in from opinion leaders
 - Establish scope
 - Intent/Actuals identification
- Offsite (Strawberry Ranch)
 - Objective Facilitator
 - Site conducive to creative approaches and openness
- Write-up/Review by team
- Communication