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# Managing High Performance Project Teams

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# Topics

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- Importance
- Fundamentals and challenges
- Basics of managing teams
- Assertive leadership
- Proactive communication and management
- Summary



# Importance of High Performance

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- “It takes a team to run a trial”
  - Conducting clinical research requires contribution from all team members
- Tighter timelines and increased deliverables



# Project Team Fundamentals

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- Group of individuals working together towards a common goal
- Members / Stakeholders
  - “Client(s)”
  - Staff in all departments
  - Sub-contractors / vendors
  - Study site personnel
- Each member has roles & responsibilities



# Demands of Project Management

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- Yourself
- Staff
- “Clients”
- Company
- Deliverables
- Communication
- “Maintenance” of team:
  - By serving as a role model / coach



# Challenges of Project Management

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- Forming a cohesive team
- Supporting staff
- Maintaining motivation
- Communication
- While...completing goals within scope, budget, timeline, with customer satisfaction



# “Know yourself and your team”

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- Personality
- Communication styles
- Interface of team members



# Basics of Managing Teams

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- Project Organization
  - Identified “client”
  - Responsibility for the project
  - Clearly defined roles, responsibilities and expectations
- Team Purpose
  - Common understanding of the project among all team members
  - Management of timeline and deliverables



# Basics of Managing Teams (cont.)

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- Establish at 'kick-off' and review throughout:
  - Overview of the project
  - Roles and responsibilities / expectations
  - Communication plan
  - Deliverables
  - Timelines / deliverables
- Hold regular team meetings
  - Productive agenda
  - Task oriented
  - Plan for and follow-up on resolution



# Basics of Managing Teams (cont.)

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- Communication
  - Frequency, mode, documentation
  - Meetings
  - Off-line discussions
  - Open door approach
  - Ask questions (open ended)
  - Never assume
    - Confirm action items



# Basics of Managing Teams (cont.)

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- Positive Mindset
  - Acknowledge achievements
  - Issue resolution
  - Say ‘thank you’



# Meeting Planning

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- Everyone is busy ~ how can you help?
  - Adjust schedules / meeting times
  - Employ effective meeting forums (teleconferencing, webinar, video conferencing) and have a back-up
  - Use “recurring meeting invitation”
    - Brief study identifier and project code in “Subject” line (e.g., “ABC CNS; ABC-2000”)
    - Meeting format in “Location” line



# Meeting Invite “Best Practices”

ABC CNS: ABC-2000 - Meeting

File Edit View Insert Format Tools Actions Help

Add WebEx Meeting Send Recurrence... Cancel Invitation

Appointment Scheduling

Invitations have not been sent for this meeting.  
Adjacent to another appointment on your Calendar.

To: Jacqueline Zarro

Subject: ABC CNS: ABC-2000

Location: webinar: link below in invite

Start time: Tue 6/30/2009 10:00 AM  All day event

End time: Tue 6/30/2009 11:00 AM

Reminder: 15 minutes Show time as: Busy

Meeting Workspace...  This is an online meeting using: Microsoft NetMeeting

Please join me for the weekly project meeting for the ABC CNS study (ABC-2000).  
This weekly meeting is held via webinar and should be accessed via the following link using the meeting number below.

Link: [Webinar.com](#)  
Meeting number: 123

*If there is a technical difficulty and you are not able to access the web link, please join by dialing the teleconference only:  
call numbers are below; meeting code is: 12345*

U.S. 800-555-5555  
U.K. 877-777-7777  
Australia 888-888-8888

Thank you in advance for your participation.  
Sincerely,  
Name  
Title



# Assertive Leadership Skills

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- Be a good listener
- Know when to “interrupt”
- Be open to new possibilities (*be mindful of: “it’s always done like...”*)
- Be mindful of different styles and personalities (if you don’t understand, ask)
- Demonstrate empathy / support:
  - Acknowledge communications, situation at hand
  - Promote participation
- Connect with others – we manage cross-functional, cross-country, cross-continent teams



# Assertive Leadership Skills (cont.)

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- Insulate team from issues (as appropriate)
  - Adhere to process for resolving issues within the team, but also escalating problems to management, if necessary
  - Support / protect the team
  - Exercise clear communication / soft skills
  - Establish process for decision-making



# Proactive Communication

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- Be mindful
  - Tone of voice
  - Facial expressions
- Email “management”
  - Be brief / use bullet points
  - If questioning an email, think twice
  - If are frustrated and write an email, save in drafts and revisit
  - Remember to pick up the phone



# Proactive Communication (cont.)

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- Voice mail management
  - Be brief / to the point
  - Repeat phone number
  - Note context and offer follow-up



# Proactive Communication (cont.)

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- Making requests
  - Be mindful that staff have competing requests
  - Provide / request timeline
  - Address feasibility to ensure completion
  - Express appreciation



# Issue Prevention and Escalation

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- Constantly consider impact

Who	When	Why
What	Where	<i>World-wide</i>

- Be proactive to mitigate issues
- Seek consult
  - Follow your team / company communication
- Lessons Learned



# Summary

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- Keep in mind team:
  - Fundamentals
  - Challenges and ways to mitigate
- Employ helpful organization
- Be an assertive leader
- Proactively communicate and plan ahead



*Thank You*

