



# Managing Biopharma Projects

## 7 Random Lessons

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# 7 Random Lessons

1. User Requirements - a game changer
2. Design is destiny
3. Quality beyond qualification
4. Schedule is not just dates
5. Reality deserves respect
6. Meetings are double-edged swords
7. That's not my problem...is a problem





# User Requirements - a game changer

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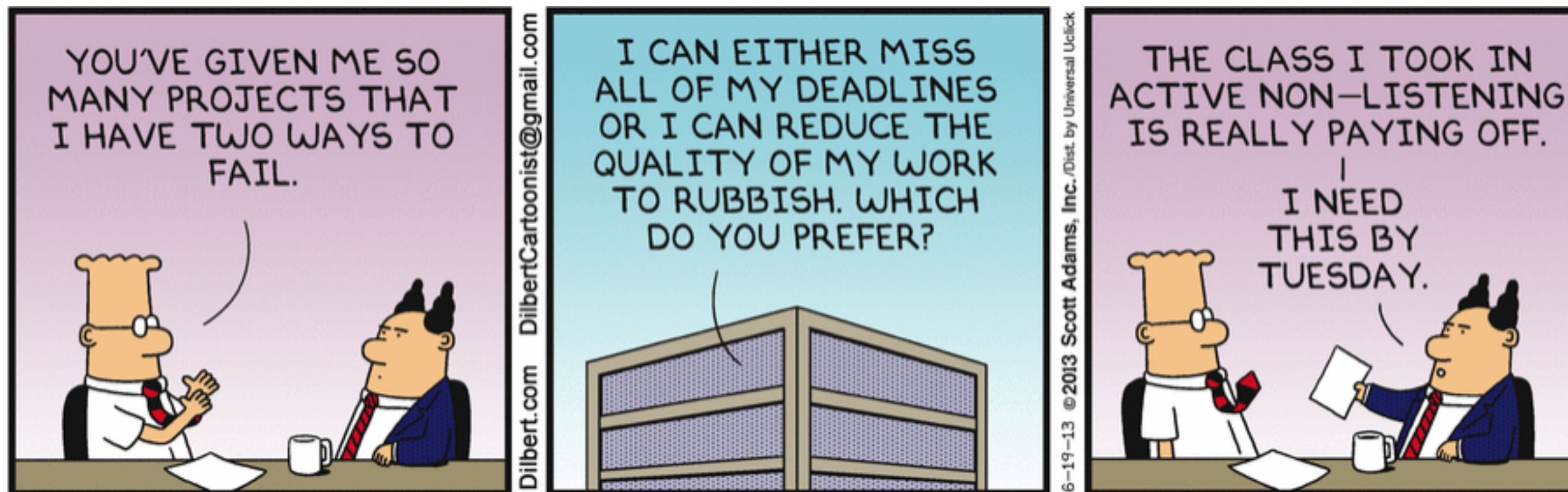


- ▶ Projects often start without written user requirement specifications (URS)
- ▶ Executing a project without or late/vague URS is a huge **hidden risk**... main cause of confusion, delays, and cost escalations
- ▶ **Make high-quality URS for all important systems the top priority right at the start**

**Design is destiny**



# Design is destiny



- ▶ Under pressure to meet tight schedule, design gets rushed and its quality gets crushed
- ▶ Half-baked, poor design is the main cause of problems during construction, commissioning, and qualification
- ▶ **Treat design like a seed with potential to affect the whole project...allow reasonable time and cost for design...good design is an insurance against delays, cost escalations, and poor quality**

# Quality beyond qualification



# Quality beyond qualification



- ▶ Typically, quality comes under scanner only during qualification, otherwise...it's all about milestones and schedule
- ▶ When quality is not verified at every step along the way...the real quality suffers...and qualification reduces to writing clever explanations for things that are not right
- ▶ **Cultivate a new mindset: Quality is not just qualification; it's everything...from design to FAT to construction to SAT & commissioning**



**Schedule is not just dates**



# Schedule is not just dates



- ▶ A lot of meeting hours go into discussing schedule & milestones
- ▶ Projects where people obsessively focus only on dates without going into details...end up neither achieving the dates nor quality or cost
- ▶ **Don't conclude any discussion on schedule without going deeper into...resources, constraints, practicality, strategy, sequences, plan, and risks**



**Reality deserves respect**



# Reality deserves respect



- ▶ Under pressure to meet deadlines, people crave for good news and hate bad news (problems, roadblocks, mistakes, counter-arguments)
- ▶ Projects where people are afraid to say the truth pay a heavy price... people start hiding the problems that become bigger and blow up later
- ▶ **In every interaction and meeting... deliberately invite people to bring up the bad news...sooner one confronts the reality, faster something can be done**

**Meetings are double-edged sword**



# Meetings are double-edged sword



- The most dominant activity in a project is...meetings
- Meetings are like a double-edged sword...useful if managed well, otherwise a huge drag on productivity and the collective IQ of the project team
- **Ban meetings in the first half (freshest part of the day) and every meeting should start with: *Why are we meeting?* End with: *What did we accomplish?***

**That's not my problem...is a problem**



# That's not my problem...is a problem



- ▶ Working in silos is common... design team thinks "construction & commissioning are not my problem," construction team thinks "design and commissioning are not my problem" and so on
- ▶ Projects with "that's not my problem" culture create tremendous friction and problems
- ▶ **Tear down the silos, discourage blinkered approach, and unify everyone around a common mission**





# Recap

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The image features two glowing jellyfish against a dark blue background. The jellyfish are illuminated with a mix of blue and purple light, giving them a ethereal, bioluminescent appearance. One jellyfish is positioned in the upper left, and the other is in the lower right. The text "Finally...the hardest lesson" is overlaid in the center in a white, bold, sans-serif font.

**Finally...the hardest lesson**



# The Hardest Lesson

...learning from own experiences  
and not repeating the same  
mistakes again and again



Best Wishes

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