



PhUSE 2009 Management Stream

MA02: “Working within a Globally Dispersed Team”

Gary Hearfield

Head of International Statistical Programming

Monday 19th October 2009

Abstract

The theme of the 2008 PhUSE conference in Manchester was “Working within a Global environment” and there was general consensus that programming within the pharmaceutical industry now demands that programmers (and programming managers) adapt their working practices to **take full advantage of the latest technology** to enable them to **achieve operational excellence across globally dispersed “virtual” teams.**

This presentation and subsequent discussion will focus on the general considerations required to enable programming managers to **manage their teams effectively and efficiently when located across different sites and time-zones.**

PhUSE 2009 – Complimentary Presentations

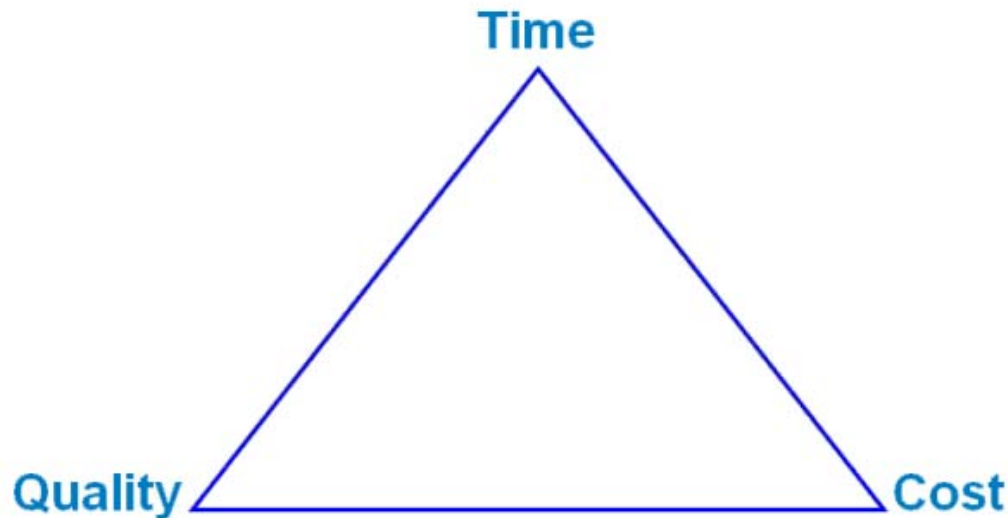
- Gary Hearfield (MA02) – Managers perspective
- Dave Barrett (PD11) – Lead Programmers perspective
- James Bidwell (PD12) – Project Programmer

General Considerations

- What is a “Globally Dispersed Virtual Team”?
- Why does it present additional Challenges?
- How can we as managers overcome these Challenges?
- Should we focus on Technology or behaviour?
- Can a Globally dispersed Team be preferable?

Accelerating Clinical Development

- Why have virtual teams?
- Technology has made tools available to bridge across locations and time-zones and work efficiently
- But usual considerations apply



Defining a “Globally Dispersed Virtual Team”

Virtual Team = Any team where:

- 1) membership from different locations, functional areas and national cultures
- 2) operate without limitations of distance, time and organisational boundaries
- 3) predominantly use collaborative technologies
- 4) interact without benefit of social Cues

Working across Time-zones?



Working across Sites?

Or even working within the same office?



Recruitment and Retention?

“Is there opportunity for me to work remotely from home?”



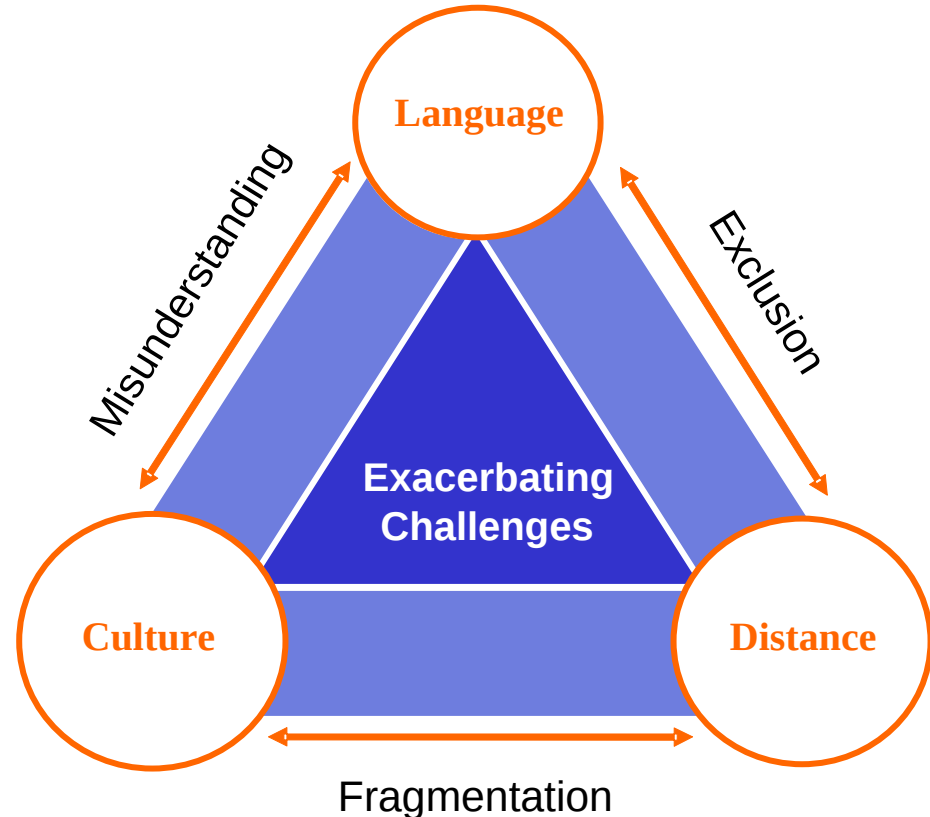
Leading Virtual Teams

- *Promote shared purpose and shared goals*
- *Avoid exclusion because of time, distance and cultural differences*
- *Build teams based on a foundation of commitment and trust*
- *Take advantage of diversity and varied experience*
- *Manage virtually?*

Virtual Challenges are Real Challenges!

Language, culture and distance **exacerbate** the challenges teams face in moving to High Performance:

- **Language + Culture** make meaning and context more difficult
- **Language + Distance** make engagement more difficult
- **Culture + Distance** make cohesion more difficult



“Meetings are an investment of resources and time that should earn a profit”

“Effective meetings don't happen by accident, they happen by design”

Effective Meetings: 1) Preparation

- Before the meeting

- What is the purpose of the meeting?
- Is a synchronous meeting necessary?
- Decide upon the most appropriate collaborative tool
- Ensure appropriate participation and be clear what value they are bringing to the meeting (required and optional)
- Schedule time of meeting (consider time-zones to “share” inconvenience)
- Distribute calendar invitations (monitor acceptance / rejections)
- Circulate Agenda (give direction and outline what is hoped to be achieved)
- Notify those expected to lead agenda items prior to meeting

Effective Meetings: 2) Execution



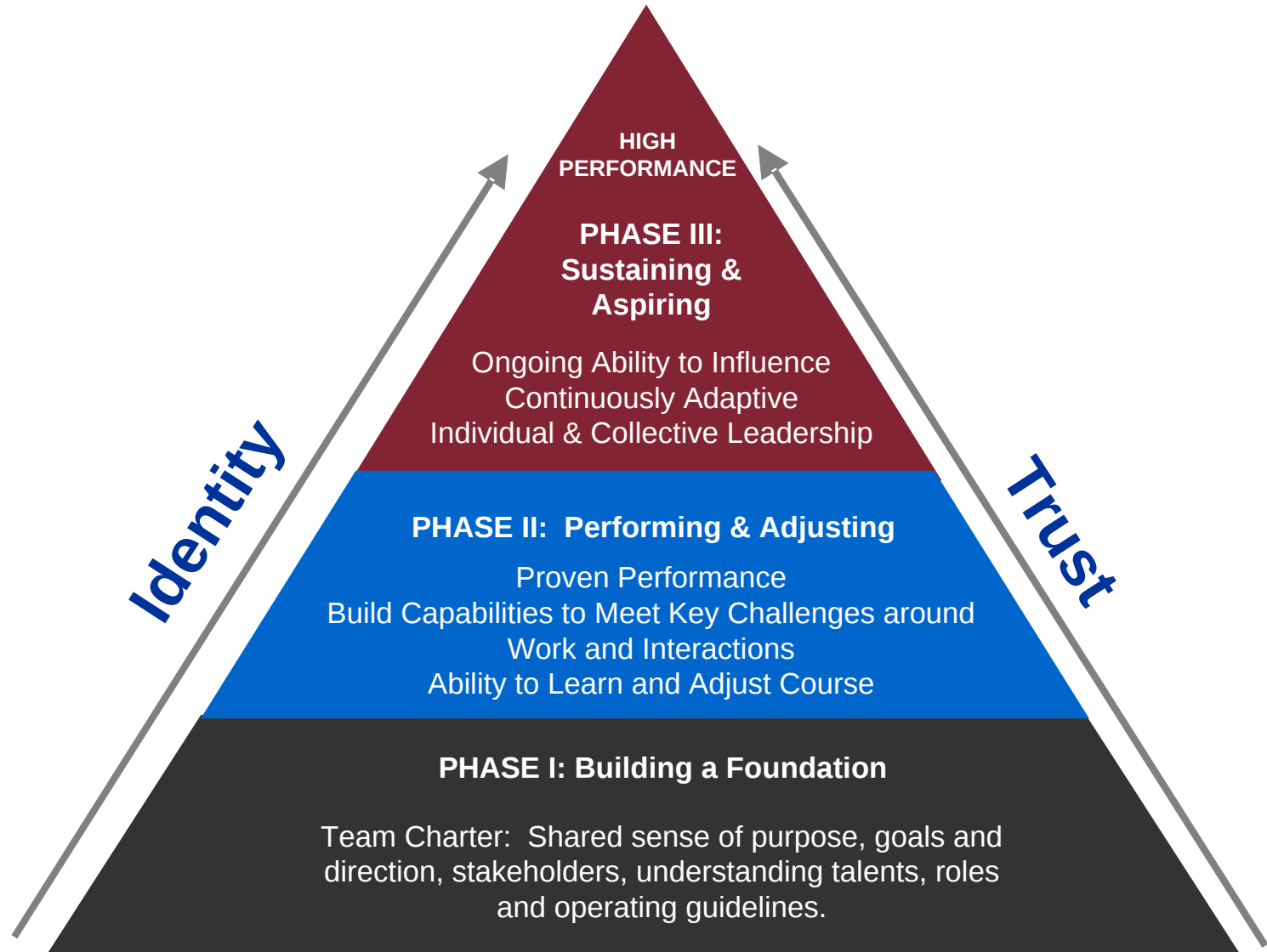
- During the meeting
 - Set rules of conduct
 - Stick to a schedule:
 - Start on time (allow time for setting up and avoid unnecessary small talk prior to meeting)
 - Finish on time (especially if unfriendly time for some participants)
 - Conduct a roll call of attendees (Invite new members to introduce themselves)
 - Take minutes with clear actions
 - Stay on topic
 - Facilitator must be inclusive and elicit participant engagement and ensure all voices heard
 - Control dominant voices
 - Rotate the chair across different sites?

Effective Meetings: 3) Post-meeting

- After the meeting
 - Sum up and document all actions and decisions at the end of each agenda item
 - Circulate minutes and actions after meeting and seek comments in a timely manner (within 24hours?)
 - Follow-up “off-line” any parked or unresolved issues (engage with a SME)
 - Schedule the next meeting and circulate details

**Successful meetings are well planned
and effectively facilitated**

The Journey to High Performance



Bringing Technologies Together to Create a More Productive and Efficient Work Environment

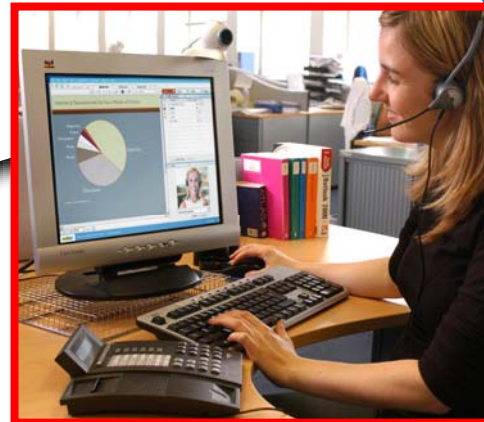
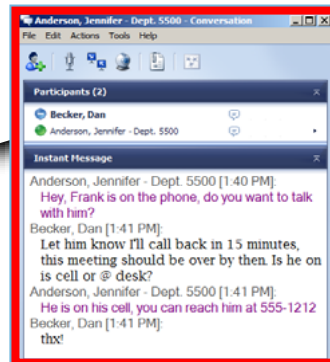
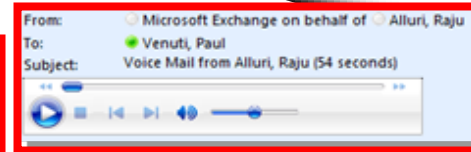
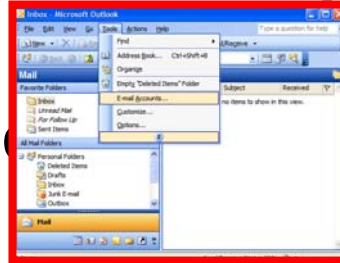
Enhancing
Conferencing

Intelligent Phones

Document Management
Email

Desktop Collaboration

Messaging



Seamless
Collaboration
Environment

Which collaboration tool?



Audio Conferencing



Web Conferencing



Video Conferencing



Telepresence



Webcasting



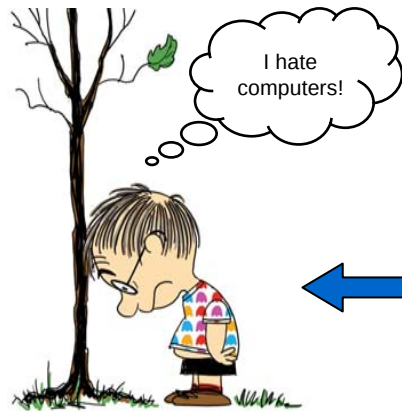
Large Meeting Planning



Instant Messaging

Ad Hoc Document Sharing		✓					✓
Small Group Collaboration		✓	✓				✓
Status Meetings	✓	✓					✓
Meetings with External Vendors	✓	✓				✓	
Negotiations	✓	✓	✓	✓			
Process or Application Training		✓			✓		
Brainstorming or Planning Sessions		✓					✓
Executive Strategy Session	✓	✓	✓	✓		✓	
Project Kick-off Across Sites		✓	✓	✓		✓	
Information Sessions or Corporate Announcements		✓			✓	✓	
All Staff Meetings		✓	✓		✓	✓	

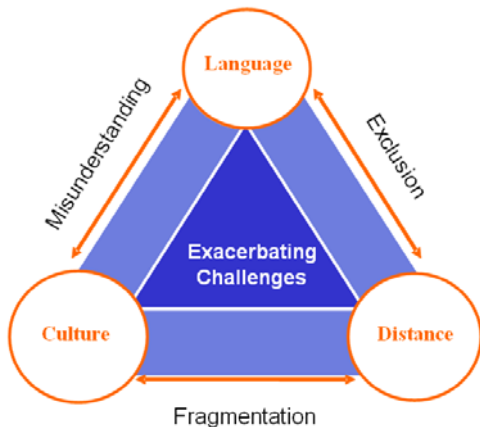
Creating a Globally Dispersed Virtual Team



Call the Help Desk!



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Global Support Centre Employee of the Month

The PhUSE 2009 Management Stream Virtual Team

From: roy.ward@novartis.com [mailto:roy.ward@novartis.com]

Sent: 25 June 2009 08:50

To: Michael.Whitworth@astrazeneca.com; cassie.burton@novartis.com;
john.salkeld@pfizer.com; kerry.gordon@quintiles.com; Hearfield, Gary;
J.Ditchburn@tgrd.com; Yvonne.Moores@quanticate.com; alison.mcdonald@quanticate.com;
Hearfield, Gary; Louise.Webber@i3statprobe.com

Subject: Agenda for Today's TC

Greetings Louise,

Date & Time : 25/6/9 @12:00 Swiss time : 11:00 British time

TC Number. : +41 52 267 07 22

Moderator Pin-Code : **248637**

Participant Pin-Code : **224031**

Minutes : Louise can you take?

OVERALL GOAL : Successful Management Stream at PHUSE Basel Conference 2009

GOAL OF THIS MEETING : Introduce folk, broad outline of expectations for the presentations, overview deliverables and Q&A

1. Introductions...

Michael Whitworth (AZ), Cassie Burton(Novartis), Kerry Gordon(Quintiles), John Salkeld(Pfizer), Gary Hearfield(Amgen), Jim Ditchburn(Takeda), Yvonne Moore(Quanticate), Alison McDonald(Quanticate)

Louise Webber(I3StatProbe), Roy Ward(Novartis).

2. Plan of Day.

45 minute slot.

Presentation for about 20/25 minutes...

Discussion remaining 20/25 minutes.

Discussion should include a panel consisting of some of the Management Stream presenters.

Questions.

3. Presentations...

- Titles are flexible at the moment but would like to close by end of week...

Six Sigma - Michael

Future Skills, Emerging Markets - Cassie

CRO's Accessing Sponsors Computing Environment - Kerry & John

Managing and Working effectively in a globally dispersed team across different Time-Zones - Gary

Juggling Balls and Resource Management Strategies from a CRO perspective. - Yvonne & Alison.

title? - Jim.

4. Plan.

10/7/9 Abstract

10/7/9 Biography

Early September : TC to ensure all on track.

End September : Presentation for circulation to group.

9/10/9 : Final Presentation Slides.

18/10/9 : Meet up for briefing.

19/10/9 : Presentation Day.

5. Q & A.

6. September TC Dates...

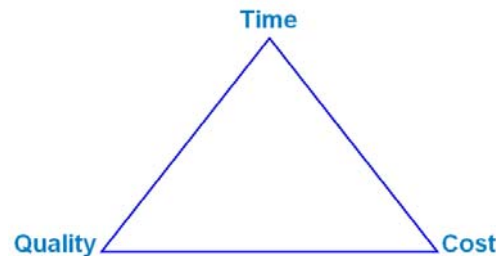
regards

Roy

Summary: Globally Dispersed “Virtual” Teams

■ Potential challenges

- Communication issues
- Timely Decision making authority
- Overcoming Cultural issues
- Narrow overlapping time-zones
- The best programmers may not be the best programmers in a virtual team!



■ Potential advantages

- **Save Time?**
(Extension of the working day – 24hour working?)
- **Improve quality?**
(Recruit talent from expanded resource pool that may not accept being office based)
- **Reduce Cost?**
(office space and lower cost regions)
- Enrichment of the team culture (Aid retention)

Globally Dispersed “Virtual” Teams are here to stay!

Contact Details

Gary Hearfield

Head of International Statistical Programming

Amgen Limited

240 Cambridge Science Park

Milton Road

Cambridge

CB4 0WD

United Kingdom

Tel: +44 (0) 1223 436314

Mob: +44 (0) 7960 310809

Email: GHearfie@Amgen.com