



An agile approach to enhance team collaboration and efficiency

Bo Sølgaard Andersen and
Frederik Vandvig Heinen

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Disclaimer

“Views and opinions expressed are those of the speaker and not necessarily Novo Nordisk.”

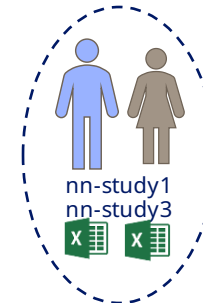
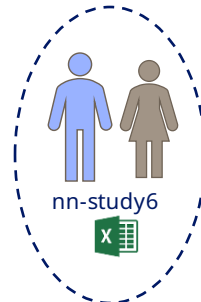
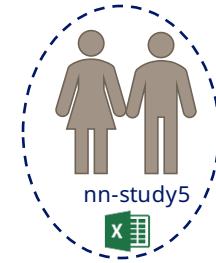
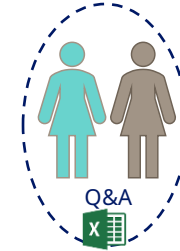
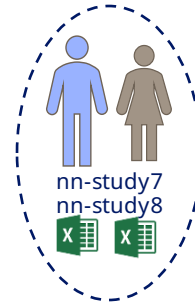
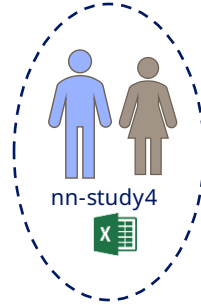
Outline

- Background
- Change of mindset
- Team planning (working in sprints)
- Feedback
- One communication tool
- Learnings (did we improve team collaboration and performance?)

Background

The team

- 4 programmers
- 4 statisticians
- 2-5 temp TFL prog.
- One lead prog and lead stat
- Multi site team
- A classic trial prog/stat role
- Increase number of deliverables
- Tighter timelines



Activity	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
nn-study1		DBL	RM	CSR									
nn-study2					DBL	RM	CSR						
nn-study3				iDBL	RM								iDBL
nn-study4													
nn-study5													
nn-study6													
Q&A													
AMNOG		Part D1 Part C2		review comments			Final TFL					submission	
Safety updates			PSUR			DSUR		PSUR		IB/RMP			
New studies					Protocol study x					Protocol study x			

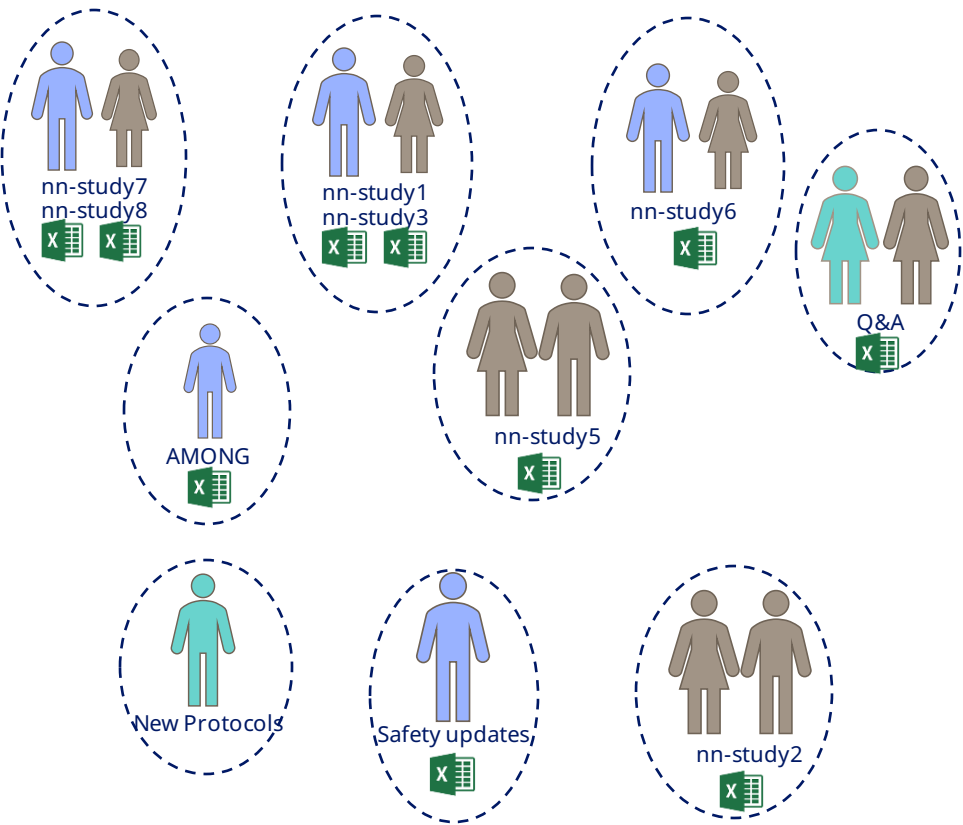
Team temperature

- Low team spirit
- Focus only on your own tasks (Low team ownership)
- Lack of overview of others work/tasks
- Lack of knowledge sharing within the project

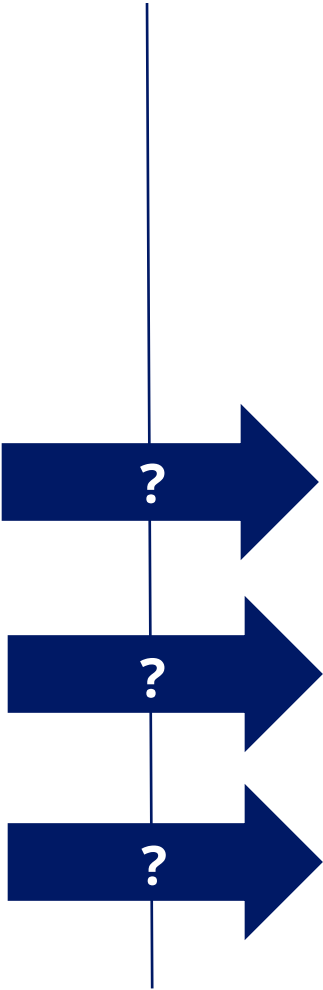
- High motivation for working together and better support each other
- Be more effective and flexible
- Increase the ability to adapt to incoming changes to programming requirements within the project

Change of mindset

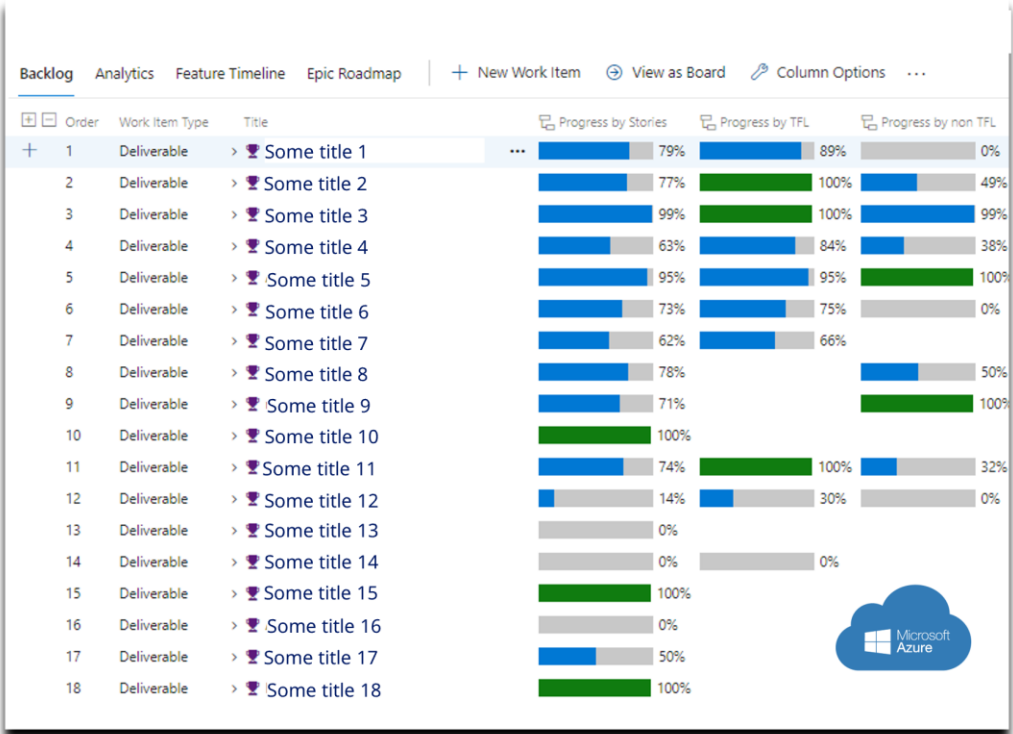
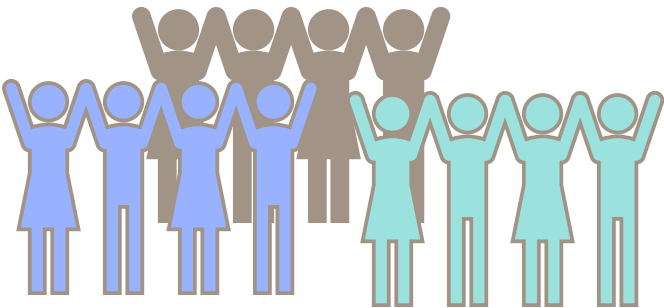
Silo teams (2-3 years back)



Barriers

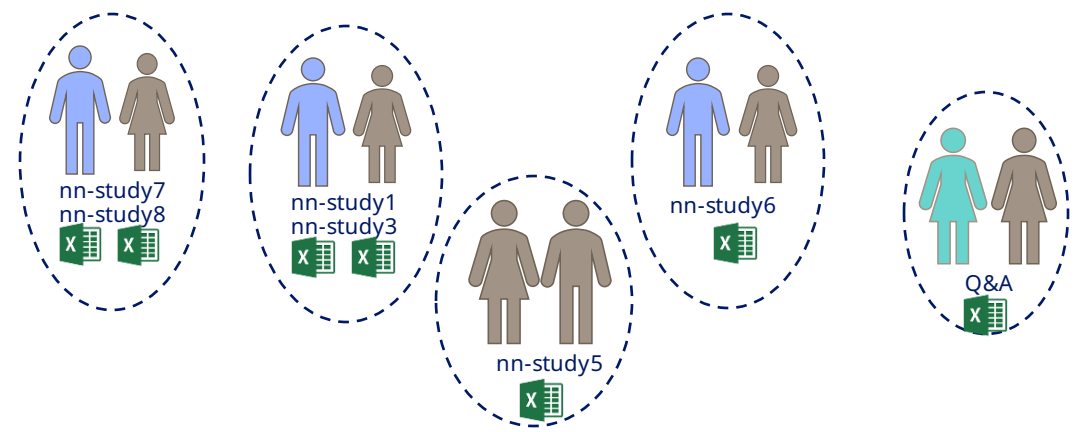


One team



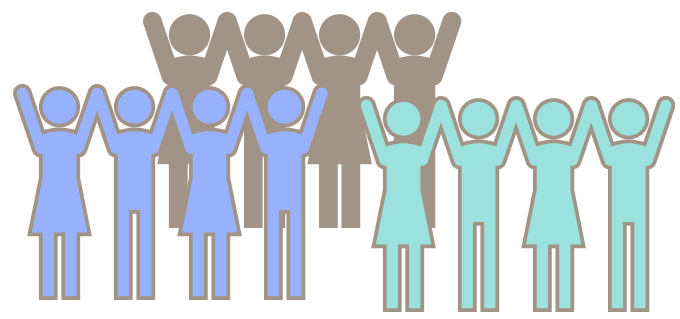
Change of mindset

Silo teams (2-3 years back)



Barriers

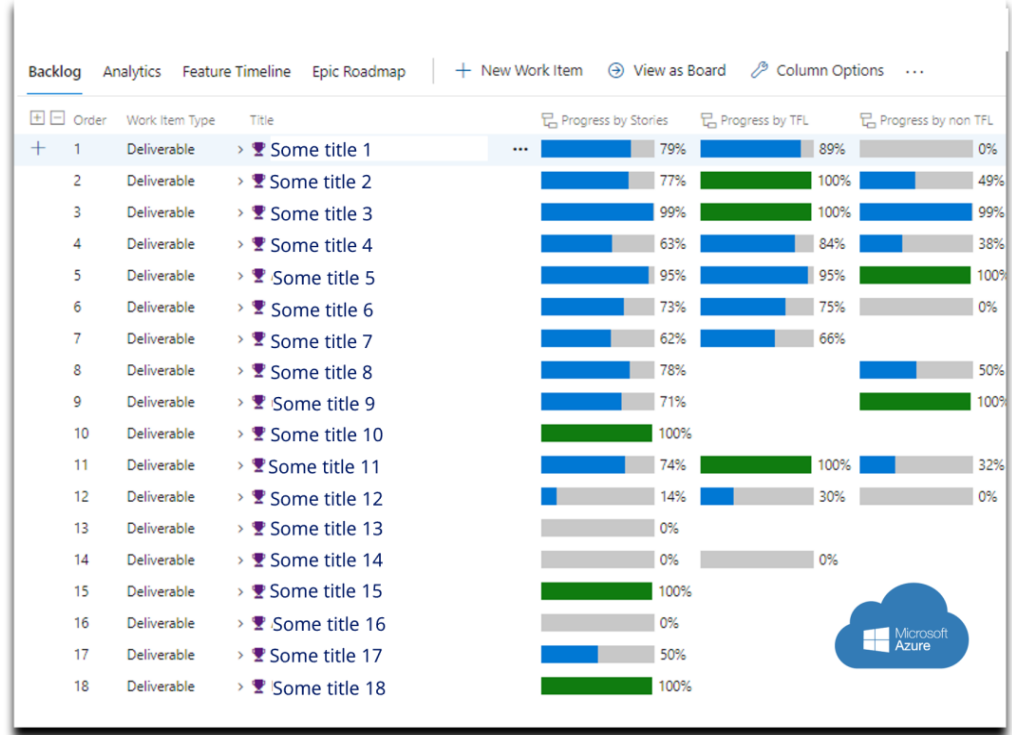
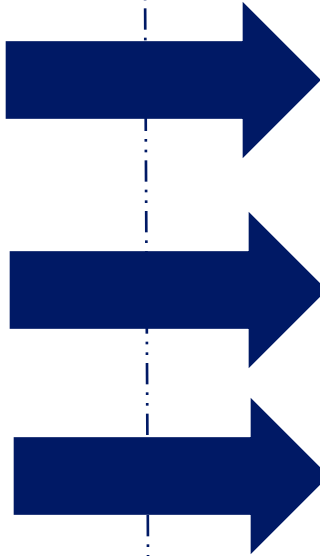
One team



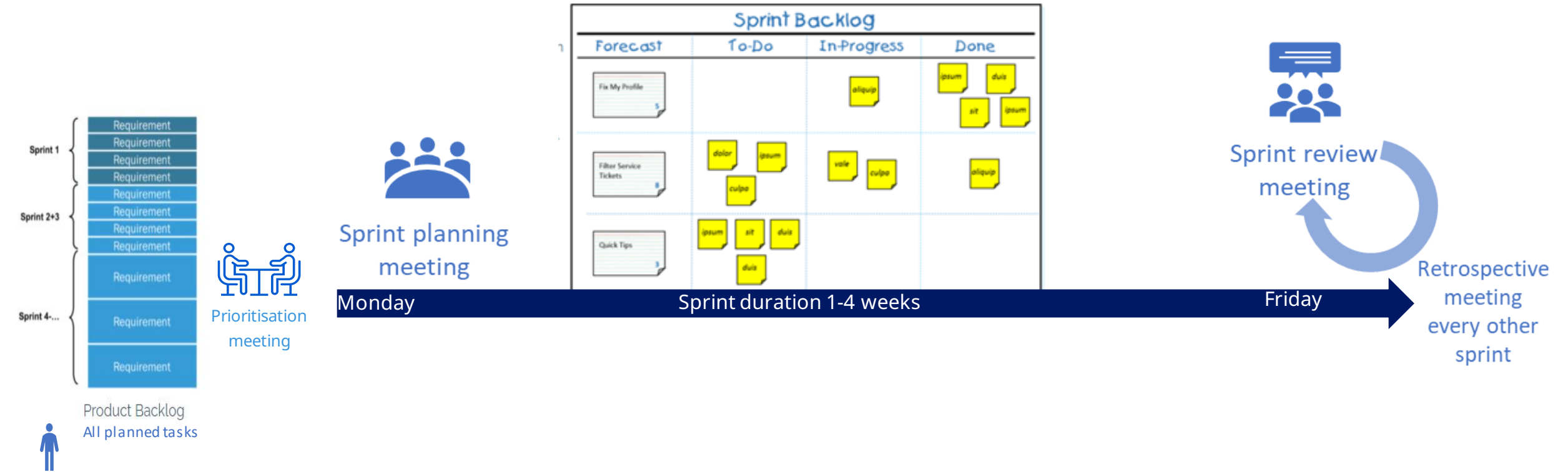
Technical solution available

Change of mindset - being more experimental
(agile workshop)

Curiosity and inspiration

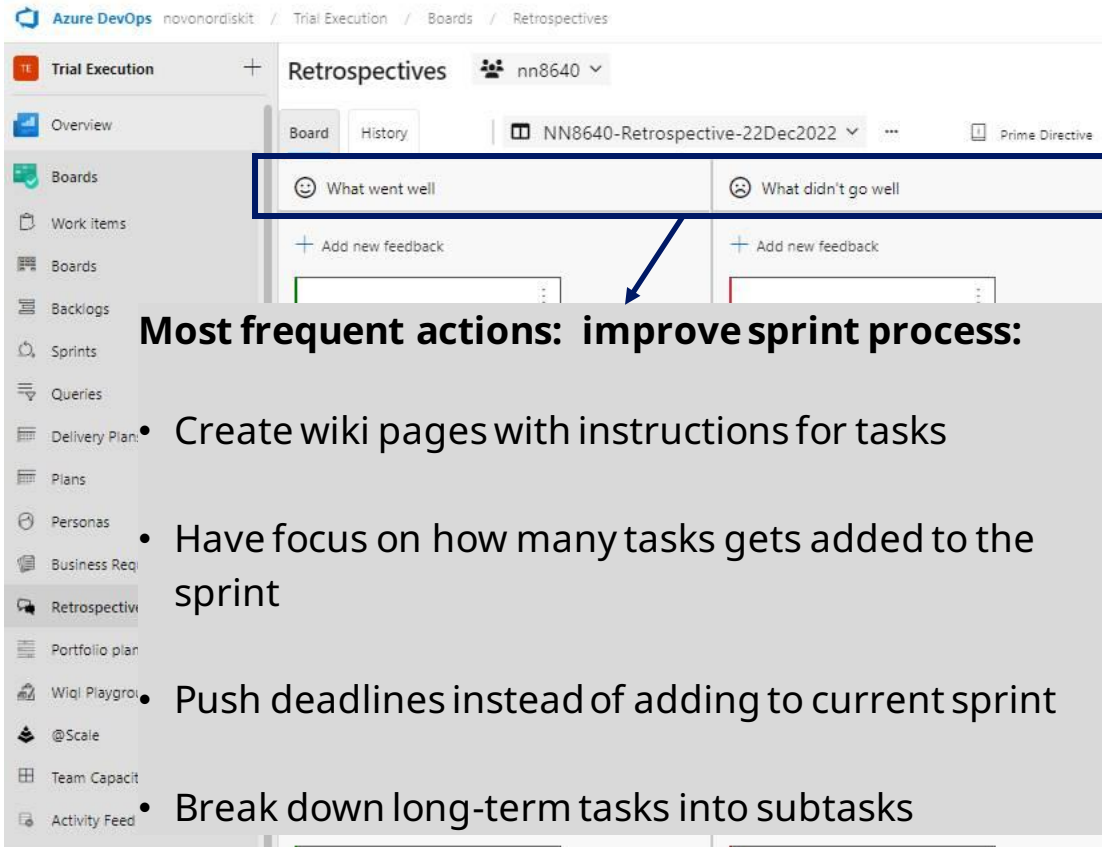


Team planning (working in sprints)



Team feedback

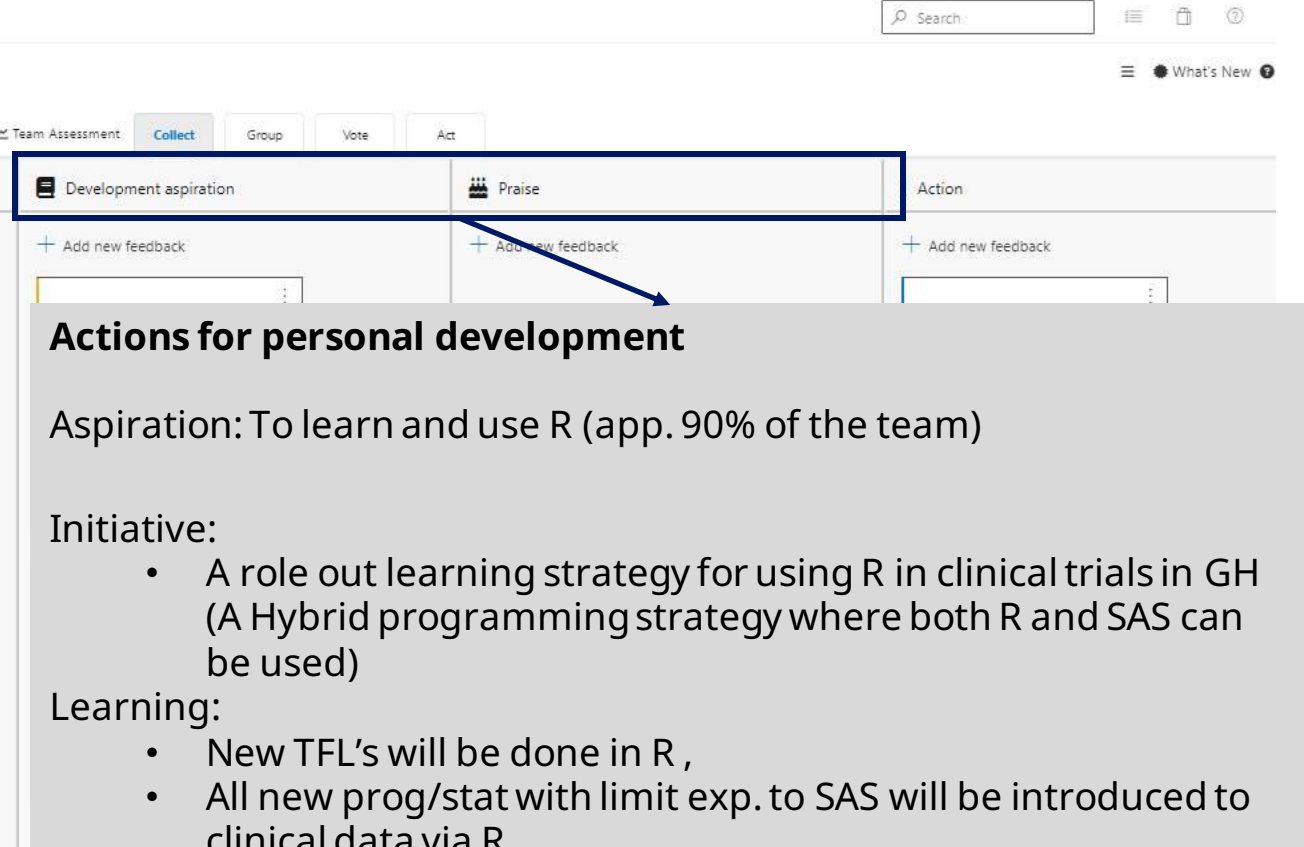
Reflection/retrospective



The screenshot shows the Azure DevOps Retrospectives interface. The left sidebar contains navigation links: Overview, Boards, Work items, Boards, Backlogs, Sprints, Queries, Delivery Plan, Plans, Personas, Business Requirements, Retrospectives, Portfolio plan, Wiki Playground, @Scale, Team Capacity, and Activity Feed. The main area displays the 'Retrospectives' board for team 'nn8640'. It features two columns: 'What went well' and 'What didn't go well'. Below each column is an 'Add new feedback' button. A blue box highlights the 'What went well' column, and a blue arrow points from it to the text box on the left. Another blue box highlights the 'What didn't go well' column, and a blue arrow points from it to the text box on the right.

Most frequent actions: improve sprint process:

- Create wiki pages with instructions for tasks
- Have focus on how many tasks gets added to the sprint
- Push deadlines instead of adding to current sprint
- Break down long-term tasks into subtasks



The screenshot shows the Azure DevOps Retrospectives interface. The main area displays the 'Retrospectives' board for team 'nn8640'. It features two columns: 'Development aspiration' and 'Praise'. Below each column is an 'Add new feedback' button. A blue box highlights the 'Development aspiration' column, and a blue arrow points from it to the text box on the right. Another blue box highlights the 'Praise' column, and a blue arrow points from it to the text box on the right.

Actions for personal development

Aspiration: To learn and use R (app. 90% of the team)

Initiative:

- A role out learning strategy for using R in clinical trials in GH (A Hybrid programming strategy where both R and SAS can be used)

Learning:

- New TFL's will be done in R ,
- All new prog/stat with limit exp. to SAS will be introduced to clinical data via R
- Every 3th week leaning/sparring session

One communication tool

(Disclaimer: not sponsored by Microsoft or any other software companies ☺)

E.g. of sharing all programming related communication

The screenshot shows a Jira backlog with a task titled '384187 mk_0020_adsl.sas' assigned to Ashok Mandadi. The task is in the 'In progress' state. A red circle highlights the 'Review: para' and 'Type: ADaM' labels. Below the task, there is a list of tasks to be added, including 'Make program', 'Add NAH flag', 'Add mother and fathers height', 'Update grouping variable labels to align with header example-see...', 'for grouping variables change the order so Norditropin is shown first...', 'review program', 'Randfl is blank', 'We need 2 new ONRIDURD variables', and 'Include T8TAG1 and T8TAG2'.

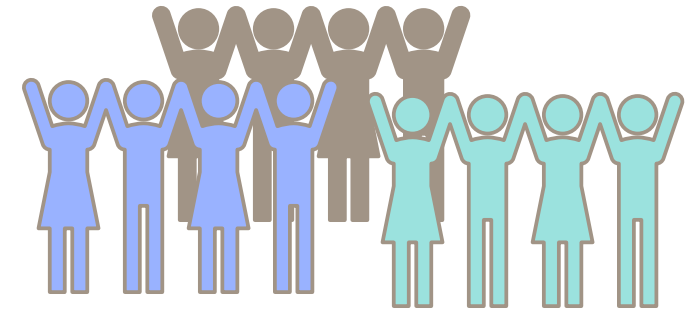
The screenshot shows a Jira discussion thread for the task 'mk_0020_adsl.sas'. The 'Description' section contains a comment: 'Add a comment. Use # to link a work item, ! to link a pull request, or @ to mention a person.' The 'Assignment' section shows the task is assigned to Ashok Mandadi, reviewed by Bo Søgaard Andersen, with a review level of 'Parallel-reviewed'. The 'Links' section contains a link to the program history.

The screenshot shows a Jira commit history for the task 'mk_0020_adsl.sas'. The 'History' tab is selected, showing a list of commits with their descriptions and dates. The commits include: 'Added character version of MENADT i.e. MENADTC' (5895b4ca, AOMN, 9. sep. 2022 at 09:28), 'Updated lines since Menarche is available in data .earlier lines are remov' (52692c85, AOMN, 9. sep. 2022 at 06:33), 'Added NAHCRIFL' (c1a6999e, AOMN, 1. sep. 2022 at 11:55), 'Added NAHAGE variable' (d89422cf, AOMN, 30. aug. 2022 at 12:39), 'On treatment duration for 120dsu.' (1874b5ff, JSDA (Jens Dalsgaard), 8. jul. 2022 at 09:53), 'adding 2 variables for 120dsu treatment duration.' (c7ac689c, JSDA (Jens Dalsgaard), 7. jul. 2022 at 14:02), and 'initial commit after additional DBL and updated cut off date'.

Learnings

Team ownership, collaboration and empowerment.

- improved motivation and team spirit 😊
- Everybody is now active participants in meetings and deliverables
- Enhanced the capability of covering in for each other and taking over tasks



Learnings

Project planning and coordinating (a lead programmers perspective)

- Improved overview of tasks towards milestones
- Easier to plan and to get a project overview of all deliverables
- Greater ability to adapt to changes (e.g. re- prioritisation of tasks if other tasks arrive)
- Easier to reach out for help and to see where help is needed and getting more involved in each others tasks
- Reduce response time to reply on an issue and easy to track new/old issues



Learnings

New roles

- A sprint-facilitator scrum master
- Moving towards a more project orientated trial prog/stat role
- Lead programmer/statistician → team leaders



Questions?

