Sample: Session Abstract

Abstract Title:
Using Competence Models to Drive High Quality Drug Project Management

Interest Area/Track: Project Management and Strategic Planning

Keywords:
behavior-driven success, competence framework, project success

Learning Objective(s):
Discuss the critical importance of effective behaviors in successful project delivery; Identify knowledge of competencies defined in one organization to delegates in your own organization; Describe how to influence your own organization to create and adopt project management competencies.

Overview:
Research consistently shows that effective behavior predicates project success, whereas process compliance does not. This session presents a case study of the use of a tailored project management competence framework in a mid-sized pharmaceutical company.

Abstract Details:
We frequently hear these familiar refrains in relation to project management:
"We know what we've got to do, we just have to get on and do it!"
"It's just a simple process, why can't anyone around here just follow it?"
"Project management is just a bureaucratic process that gets in the way."
When project management is struggling to demonstrate added value in drug discovery and development organizations the focus is often on the processes, methodologies, techniques, and tools considered to be at the heart of project management.
This assessment of the role and impact of project processes is badly flawed. Research evidence has shown for at least 40 years that the factors that predicate project success are about behaviors – not processes. Desired organizational behaviors are typically now defined within a set of competencies. And the linkage between process and competence is simple. Processes tell us WHAT to do; competencies tell us HOW to do it.
This session will present 3 alternative views on project management and project leadership competencies. Presentations will focus on: a case study from industry of the development of an organization-specific project competence framework; a case study also from industry of the application of a framework to drive organizational development activities; and a discussion on the needed future project management competencies able to integrate both high value creation and innovation management drawing on current research and thinking.