

## Managing uncertainties in life sciences projects and programs

Over the last 5 years the life science sector has seen significant changes; increased pressure on margins, driven by generic, regulatory, and significant government and legislative attention has led the industry to look critically at the way drug project and program delivery is managed. This shift in emphasis requires pharmaceutical companies to focus much more on uncertainty. Many organizations are now developing practices to manage risk and opportunity (uncertainty). But how prepared is the life science sector for the full ramifications of managing programs and projects taking account of uncertainty? Are senior managers prepared to allow the organization free reign to develop strategies that focus on forward thinking and less on fire fighting? These changes in approach challenge thinking across the organization, from key decision making to how individuals and teams are recognized and rewarded for their achievements. The current melt down in the financial industry has given uncertainty management some bad press lately but we must not lose sight of an organization's need to be prepared, knowing when they are managing a risk or taking full advantage of an opportunity. This need does not go away and uncertainty management is the best way for organizations to understand and manage downside risks and upside opportunities.

In this paper we look at the use of uncertainty management to better strategize and control projects;; how successful different industry sectors have been in identifying and acting on uncertainties; and what the consequences of better management of uncertainty might be for the life science projects and programs.

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### GARY ALDAM

#### BIOGRAPHY



Gary Aldam has worked in pharma R&D for 28 years, 18 years behind the bench and 10 years as an internal consultant. Gary has designed and implemented projects in the UK, US and Japan. He is an experienced program and project manager and is a highly skilled change management practitioner. In his time he has worked on several large process improvement change projects. As a Program manager he was responsible for major cross functional change and redesign programs including Improvement of the Regulatory Submission Publishing Process; The embedding of an extensive change portfolio across GSK Late stage development; delivery of several Lean projects. inc. Improvements to the Certificates and Samples process (Kaizen Blitz) and Publishing Process Improvement workshop – saving £2M in Regulatory; Overall co-ordination of R&D Enhance Lean Sigma training, delivering training in Lean Sigma to 1500 people and the project management of a major redesign of the R&D organizations project management processes and practices worldwide.

Gary has qualifications in Animal Science and training. He is a member of the Chartered Institute for Personnel and Development and the Institute of Business Consulting.

He has worked in Regulatory, Clinical Development, Drug Discovery and pre Clinical functions helping to derive benefit and add value. Gary is now a Director and Senior Consultant with Harpum (Life Sciences) Consulting.