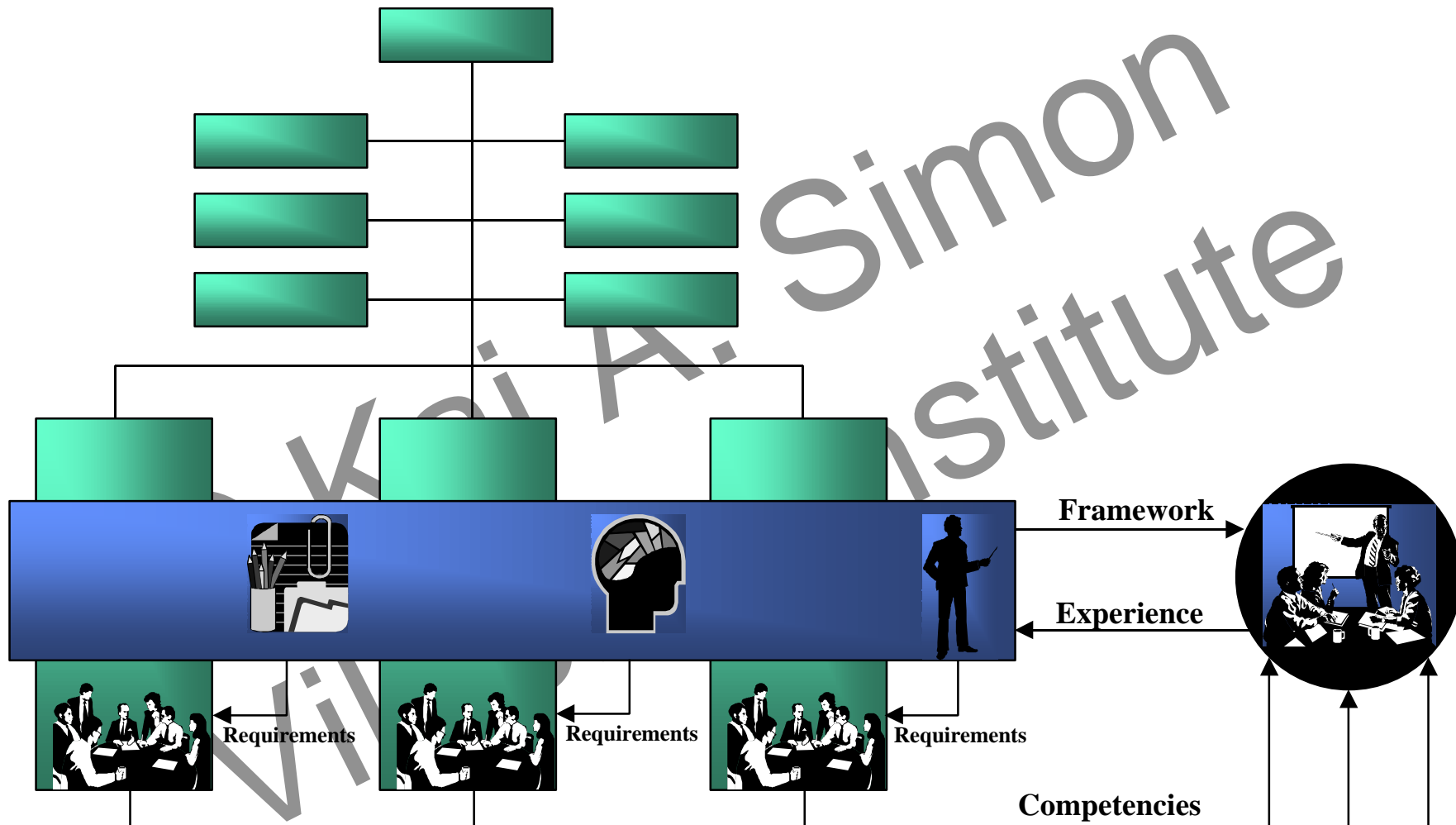


From hierarchy to Process, Projects and Competencies



Kai A. Simon



Terminology



Kai A. Simon

- **Function:** Competence provider
- **Process:** Framework for projects
- **Project:** Instance of process
- **Process owner:** Conceptually responsible for framework, integration of experiences, tools, etc.
- **Project leader:** Runs project, owns resources and purchases competencies from competence providers
- **Line manager:** Responsible for a competence area

Processes



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- A conceptual (generic) framework for clinical projects
- Contain tools and practices on *how* to conduct projects
- Define competencies required from competence areas
- Contribute with experience and knowledge from earlier projects
- Developed by process owner

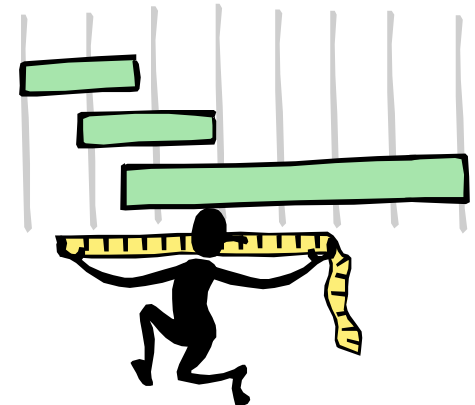


Projects



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- Instance of a process
- Contain the actual work for specific trials
- Employ the process framework
- Purchase competencies from competence areas
- Deliver experience back into the process
- Are managed by a project manager

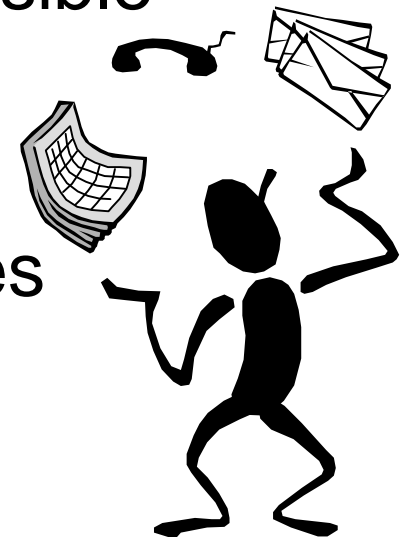


Competencies



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- Are developed within competence areas:
Defined “Communities of Practice”
- Are developed on the basis of process requirements
- Are provided (“sold”) to projects
- Are managed by competence area responsible
(former “line manager”)
- Are defined as roles, not people,
i.e. people can have different competencies
and roles



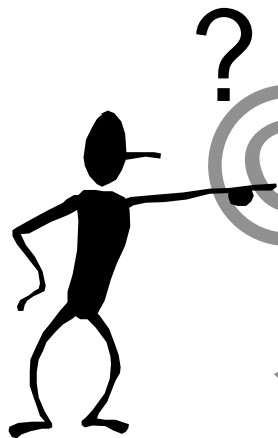
Clinical study according to PPC-model



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- Distributed responsibility for process and projects
- Reversed reporting in project
- Knowledge feedback from project management to process



- Managing knowledge loops between process & projects
- How to provide the advanced IT-support required