

# EMBED PROJECT CENTRICITY

Insights from the 2025 Novasecta R&D Symposium



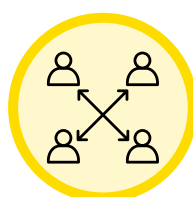
On 26th and 27th of March we hosted our annual R&D Symposium in London, bringing together R&D leaders from mid-sized pharmaceutical companies to discuss how they overcome important challenges in their organisations. The first of three facilitated discussions focused on how R&D leaders embed project-centric ways of working within R&D.

## How Pharma Embed Project Centricity



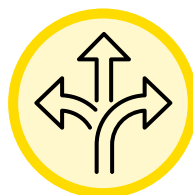
### Maintain consistency while evolving project team membership

- Ensure the project manager is the enduring team member as the project team evolves over time
- Maintain a central repository of project knowledge and diligently follow handover processes to ensure information is not lost as the team evolves



### Ensure project team members collaborate cross-functionally

- Appoint dedicated Project Leaders with technical, strategic, and managerial experience, who can influence and persuade across functions
- Set cross-functional goals that contribute towards project team members' individual objectives, and educate them to think with a cross-functional, enterprise mindset



### Balance project team autonomy with direction from senior leadership

- Establish regular checkpoints within the R&D governance model to validate and/or evolve the project strategy
- Empower Project Leaders to make decisions within the framework of the agreed strategy



### Prevent internal bias from negatively impacting project strategy

- Regularly seek external validation of project strategy e.g. from Key Opinion Leaders
- Ensure project teams include people with broad experience



### Engage the next generation of leaders in projects

- Provide opportunities for horizontal development with job shadowing and rotation
- Empower scientists by enabling them to progress to the same seniority as managers
- Communicate requirements for career progression, including clear responsibilities and expectations for different roles, and the value of each role to the organisation

## Conclusion

R&D leaders embed project centricity by building project-focused, cross-functional teams of experienced and motivated individuals, who are empowered to make decisions within the framework of the agreed project strategy.