INTRODUCTION
The importance of diversity on business success has been documented. During an organizational sea change at Bristol-Myers Squibb (BMS), there was an opportunity to expand and build a diverse team of medical project managers (PMs), dedicated to supporting the global Medical Affairs organization. This environment also presented an opportunity to define and create a dynamic and agile role, recognize its uniqueness in the industry, and embed it within the organizational structures for its sustained success.

OBJECTIVE
Create an effective, agile, and sustainable team of medical PMs leveraging diversity of gender, experiences, and skill sets to appropriately enable the complex organization. To that end, 4 imperatives were established (Figures 1a,b).

METHODS
The leadership team aligned on a guiding framework for the creation of this environment of change needs an open, iterative, and dynamic operating model that supports the creation of a diverse team of medical project managers. This experience suggests that building and sustaining a diverse team in an environment of change needs an open, iterative, and dynamic operating model with ongoing alignment and support from stakeholders and senior management.

RESULTS AND DISCUSSION
A summary of results can be seen in Figure 2.

Figure 2. Development and sustainability results

• Senior leadership/matrix partners: PMs are pillars of stability in times of change
• Functional line leaders: highly productive, diverse, and capable team; key drivers of portfolio activity
• Day-to-day matrix partners: need more support like this, dual roles help share best practices and build synergies
• PM team proximity to portfolio, dynamic nature, end-to-end view on key medical affairs activities
• N=12; 9 (75%) women
• 4 traditional PM backgrounds
• Education: business, finance, science, literature, accounting, others
• Experience: large and small companies, various industries and roles, consulting
• Team was hired in 3 months and on-boarded in 5 months
• Limited specificity on teams to be supported
• Exposure to operations, project management, strategy
• Diversity of experiences, communication, stakeholder management
• Exposure to R&D, Commercial, and Medical Affairs
• Matrix team management
• Pharma, Biotech, Agency, or other related industry segment experiences
• Breadth of Backgrounds: scientific to business

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REFERENCE

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