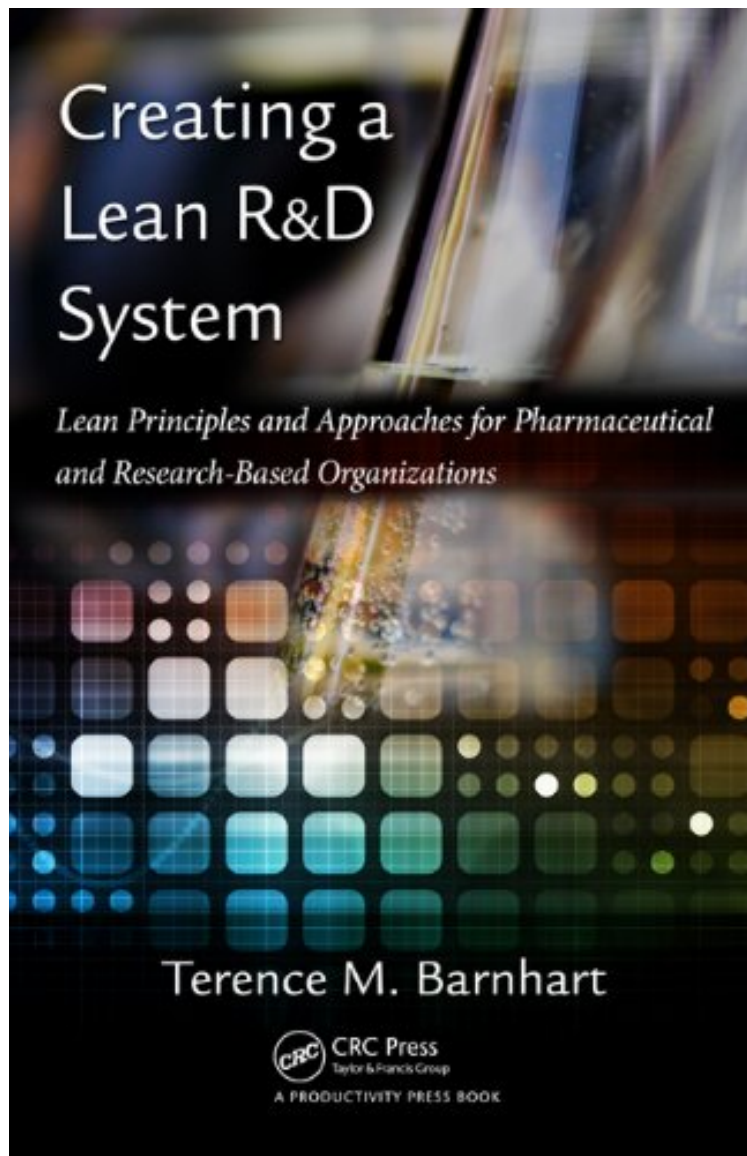


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# Creating a Lean RD System: Lean Principles and Approaches for Pharmaceutical and Research-Based Organizations

*Terence M Barnhart*

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By Marshall WallaceThis book is not about an industrial process.The Research Development System that Dr Barnhart wants you to build is YOU. Using the processes from this book, you will become a faster, more rigorous learner. You will get better at what you do.Teams that incorporate these systems and concepts simply start playing another game. Their productivity soars beyond what they believed possible.Communities that bring these techniques to bear on their issues and problems find themselves in a new place where no challenge is insurmountable and everyone is focused on solutions.This book, taken seriously, is extraordinarily powerful. So are you.

The ability to find and remove barriers between people and their systems in RD can almost guarantee a doubling in performance, and often delivers multiples of that. RD teams that have smooth handoffs deliver 100 percent of the required knowledge at those handoffs. As a result, such teams do not lose critical information, have unexpected knowledge gaps appear in their projects, or have uncoordinated knowledge transfers that waste minutes, days, and even months every year.Creating a Lean RD System: Lean Principles and Approaches for Pharmaceutical and Research-Based Organizations lays out the logic of why Lean implementation isn't strictly for manufacturing and describes why it can be just as effective in RD organizations. Terence Barnhart, former senior director of continuous improvement at Pfizer RD, describes the theoretical and physical underpinnings of creating a Lean transformation in any RD organization, as exemplified by the Lean transformation initiated within the RD division of a global pharmaceutical company.Describing how to merge Lean principles with the cultural virtues inherent in RD, the book presents Lean approaches that can be easily applied in pharmaceutical and research-based organizations. It takes a strategic approach to solving two problems unique to the Lean field. The first is in noting the key distinctions between RD and manufacturing, and developing a Lean approach specific to the RD environment. The second is that it proposes a systematic middle-out (merger/maneuver) strategy to help you initiate and sustain a Lean culture within your pharmaceutical RD organization that will help you immediately engage all stakeholders involved.

About the AuthorDr. Terence Barnhart has worked as an academic and industrial research scientist, a strategy consultant, a plant engineer, and a project manager for some of the largest and best-known companies in the world, including Pfizer, McKinsey and Company, and General Electric. His professional passion is researching, developing, and implementing strategies to help people create environments in which they and others can flourish. Dr. Barnhart holds a PhD in inorganic chemistry from the University of Wisconsin and a bachelor of science degree and post-doctoral fellowship in chemistry from the University of Michigan.