Streamlining Project Management: A Case Study of P3.express Implementation at KEMRI Wellcome Trust

This case study explores the successful implementation of P3.express, the minimalist project management framework, at the KEMRI Wellcome Trust Research Programme (KWTRP) in Kenya. The project involved migrating KWTRP's document management system to SharePoint Online, a critical initiative aimed at enhancing collaboration within the research institution.

KWTRP: A Collaborative Research Powerhouse

KWTRP is a prominent Kenyan medical research institution that employs a diverse team of researchers, clinicians, and field workers (approximately 1000 personnel) to address critical health issues in the region. Their research collaborations with Oxford University and Kilifi County Hospital foster knowledge exchange and ensure practical applications of research findings. The organization's focus extends beyond a single disease area, encompassing a diverse range of medical research. KWTRP's historical expertise lies in studying malaria, but their current scope includes investigations into RSV and the execution of essential clinical trials.

Prioritizing Efficiency: Addressing Project Management Challenges

KWTRP relies on a traditional maximalist methodology, primarily for audit and compliance purposes. While it offers structure, its documentation demands are deemed impractical, hindering effective project management. Project managers often focus solely on scheduling, neglecting crucial aspects like risk management and resource allocation. Furthermore, creating fixed project justifications well before project initiation limits flexibility to adapt to evolving research needs.

Seeking a more efficient and streamlined approach, KWTRP opted for P3.express in a pilot project in the IT department in a project to migrate the document management system at KWTRP from an on-premises SharePoint 2013 instance to SharePoint Online. With a successful implementation, the project is expected to benefit all 800-1000 KWTRP employees. P3.express prioritizes a task-based structure, providing a more straightforward project overview. This shift empowered the project managers to move beyond scheduling and engage in comprehensive project management practices. Additionally, P3.express emphasizes communication, fostering a culture of collaboration and feedback exchange.

> " P3.express allowed us to spend less time on paperwork and more on driving real project outcomes.

CASE STUDY

The implementation strategy for P3.express at KWTRP was unique. Instead of following a traditional training approach, the project team strategically aligned their meetings with the core functionalities of P3.express. During these meetings, the Project Manager provided on-the-job training and resources, allowing team members to gradually familiarize themselves with the framework. This pragmatic approach aimed to spark user interest and facilitate adoption without overwhelming the team with extensive upfront training.

The benefits of using P3.express

The implementation of P3.express led to significant improvements in the SharePoint migration project. The Project Manager noted a substantial reduction in unnecessary documentation, freeing up more time for core project management activities, such as fostering communication and meeting team member needs. Additionally, P3.express encouraged a shift towards a more 'results-oriented approach ', where users were prompted to determine whether an issue was a risk or required further action. This approach streamlined workflows and ensured timely resolution of concerns.

Perhaps the most noteworthy benefit of P3.express was the enhanced feedback culture it fostered. Team members were encouraged to contribute insights from previous projects, leading to proactive mitigation of potential challenges. Data gathered through P3.express feedback sessions informed the planning of subsequent deliverables, enabling data-driven decision-making throughout the project lifecycle.

A Catalyst for Broader Adoption

The project's most significant achievement was the successful completion of the SharePoint

migration two months ahead of schedule. This early success, attributed in part to the improved communication and follow-up mechanisms introduced by P3.express, serves as a testament to the potential of the management approach. It facilitated a more collaborative and efficient work environment, ultimately leading to faster project completion without compromising on quality.

The success of the SharePoint migration project has paved the way for the broader adoption of P3.express at KWTRP. The positive feedback from colleagues involved in peer reviews further fuels enthusiasm for the management approach. This reassurance from peers, combined with the successful pilot projects, should instill confidence in the potential of P3.express. The organization aims to leverage this momentum and advocate for P3.express's integration into project management practices across the entire IT department and potentially other departments within KWTRP.

Conclusion

The KWTRP case study demonstrates the effectiveness of P3.express in enhancing project efficiency, communication, and decision-making. The pragmatic implementation strategy facilitated successful user adoption and contributed to the project's early completion. As KWTRP plans for broader adoption of P3.express, this case study offers valuable insights for organizations seeking to streamline their project management practices and achieve optimal project outcomes.

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