

Management Matters.

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Outline

- Managing people
- Managing time
- Managing money
- Managing being away
- Managing meetings

Managing people = how to hire

- First steps:
 - Know what you're looking for
 - Get the word out you're looking to hire
 - Assume God's gift until proven otherwise
- DDD - Do Due Diligence:
 - ~Always interview (and pay - it's worth it)
 - Always call best reference, best known to you:
 - "S/he sounds great but no-one's perfect; if you had to identify one weakness, what would it be?"



Managing people = how to keep

- Know and support *their* career goals
- Treat with respect and equality
- Make *your* expectations known
- Give feedback
- Pay a fair, equitable (transparent) wage



Managing people = how to fire

- Document problems
- Be fair: give warnings in writing
- Steer **before** you push
- Make it a “constructive” process (as much as possible...)



Managing Time

- Budget your time in proportion to importance
- Organize your time and stick to it
- Make/use/keep deadlines
- Working at home is OK (if you deliver!)
- Don't sacrifice excellent at the feet of perfect: keep control of how much time a given task is worth and takes



Managing Time (2)

- It's what you produce not how long you take to do it...
- Know whose "time" it is (you, partner, family, work, friends)
- Be flexible and make use of gaps
- Relax efficiently



Managing Money

- Judge time/effort ratio before applying
- Pay attention to the big picture first
- Then drill down
- Academic budgets are moving targets - pencil and paper are your best friends!
- Work in total dollars, not direct costs



Lab budgets are hard because:

- Multiple, overlapping "financial years"
- Arrivals/departures only loosely predictable
- Incremental funding often possible (fellowships)
- Renewal not guaranteed

One Solution:

- Burn rate best guide
- Create artificial, uniform financial year for all
- Calculate monthly budgets for each grant and sum of all grants
- Track monthly expenditures for each and sum
- Review personnel assignments and adjust
- Factor in comings/goings and fundability of individuals

Name	Drugs	MoreDrugs	Bugs	Bl g Bugs	Tot a l
Number	A112345				
Fun d No.	253849 -3				
Star t	4/1 /04				
Cycle	4/1 /06				
Stop	3/3 1/09				
Bal a nce on 1/1/06 =1	39,450				
Inco m in g	240.0 00				
Mo n ths in 06	9				
Proje ted Am t. =2	180.0 00				
Su m 1 + 2	219.4 50				
Avai l./m on th	18, 288				
Jan.					
Feb.					
Mar.					
Bal a nce Revised Avai l/mo.					
Apr.					
May					
Jun.					
Bal a nce Revised av a il/mo.					
Jul.					
Aug.					
Se p.					
Bal a nce Revised av a il/mo.					
Oct.					
Nov.					
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Su m 1 + 2	219.4 50				
Avai l./m on th	18, 288				
Jan.	16,340				
Feb.	21,445				
Mar.	23,083				
Bal a nce Revised Avai l/mo.	158,5 82				
Apr.					
May					
Jun.					
Bal a nce Revised av a il/mo.					
Jul.					
Aug.					
Se p.					
Bal a nce Revised av a il/mo.					
Oct.					
Nov.					
Dec.					
Bal a nce					

Managing Meetings

- Decide who *needs* to be there
- Set an agenda that is clear and complete
- Distribute in advance and welcome additions
- Remind day before
- **Enter knowing what you want to get out of it**
- Start “on time” (declare what that is if recurring)

Managing Meetings (2)

- Budget time
- Direct the conversation in a balanced way
- Take good notes
- Bring items to closure, stating conclusions reached (“what we’ve decided then, is...”)
- Articulate next steps (“so, in terms of next steps, I will..., Shirley will...”)
- End on time!

Good Luck and Enjoy!!
