

#### Management Matters.

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John Boothroyd, April, 2006

#### Outline

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



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# 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

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#### 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...)



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# 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

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### **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



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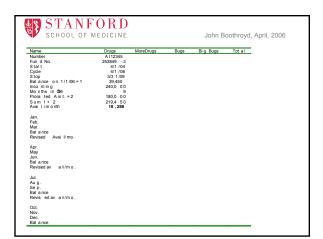
### Lab budgets are hard because:

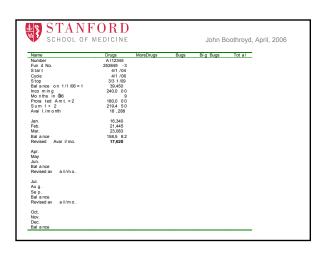
- Multiple, overlapping "financial years"
- Arrivals/departures only loosely predictable
- Incremental funding often possible (fellowships)
- · Renewal not guaranteed



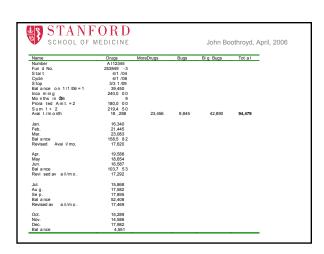
#### One Solution:

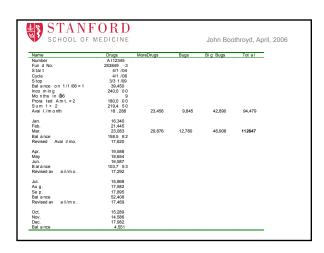
- · Burn rate best guide
- Create artificial, uniform financial year for all
- Calculate monthly budgets for each grant and sum of all grants
- Track monthly expenditures for each and sum
- · Review personnel assignments and adjust
- Factor in comings/goings and fundability of individuals





MoreDrugs	Bugs	Big Bugs		John Boothroyd, April, 2006		
			Tot al			





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Name	Drugs	MoreDrugs	Bugs	Big Bugs	Tot a I	
Number	A I 12345					
Fun d No.	253849 -3					
Start	4/1 /04					
Cycle	4/1 /06					
Stop	3/3 1 /09					
Bal ance on 1/1/06 = 1	39,450					
inco m in g	240,0 00					
Months in Ob6	9					
Prora ted Amt. = 2	180,0 00					
Sum 1 + 2	219,4 50					
Avai I./m onth	18 ,288	23,456	9,845	42,890	94,479	
Jan.	16,340					
Feb.	21,445					
Mar.	23,083	29,876	12,780	46,908	112647	
Bal a nce	158,5 8 2					
Revised Avai I/ mo.	17,620				85,202	
Apr.	19,588					
May	18,654					
Jun.	16,587					
Bal a nce	103,7 53					
Revised av a il/m o .	17,292					
Jul.	15,868					
Aug.	17,582					
Se p.	17,895					
Bal a nce	52,408					
Revised av a il/m o .	17,469					
Oct.	15,289					
Nov.	14,586					
Dec.	17,982 4,551					



# Managing Being Away

- name & empower decision makers (temp or on-going, money auth incl?)
- · determine 'what's a fire'
- communicate frequency and nature of your check ins
- discuss your travel plans in advance & relevance to work/goals
- notify your contacts when you'll be away and when you'll return [and voicemail and email]



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# Managing Being Away (2)

- decide when you can and cannot be away & how much travel is right
- use your travels to support your mission & network
- organize new contacts, information and material upon return for future use



# **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)



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### 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!



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Good Luck and Enjoy!!