

# **“Scientists as Managers”**

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# Scientists as Managers

## **Truth 1**

**Different people have different  
management styles.**

# Scientists as Managers

## Truth 2

Hiring the right person is expensive.

# Hiring Good People

**“It's costly to hire the right person”**

**“... it's much more costly to hire the wrong person”**

**“In times of tight budgets, hiring a person who is not well matched to the position must be avoided.”**

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**Forum on “Hiring the Right Person the First Time,” *Managing the Modern Laboratory* 3(1), 11A (1998)**

# Scientists as Managers

## Truth 3

**A hardworking employee is  
a good employee.**

# Setting Objectives/Management

**"The first requirement is that the objective be specific and measurable to the maximum extent possible."**

**"...an objective should address itself to results, not activities..."**

**"Objectives should be realistic and attainable."**

# Direct and Indirect Benefits

**A chance to discuss individually each person's job twice a year in a "NON-EVALUATIVE" setting.**

**A way to make sure the people reporting to you understand YOUR priorities.**

**A way to deal CONSTRUCTIVELY with performance weaknesses.**

**A way to get people to do the things they need to get PROMOTED.**

**A way to find out what people want to do with their PROFESSIONAL career.**

**A way to make sure EVERYONE is working together.**

**A way to DEVELOP new project leader.**

**A way to decrease management difficulties by increasing VERSATILITY.**

# Scientists as Managers

## **Truth 4**

**All people reporting to you  
should be treated equally.**

# Scientists as Managers

## **Truth 5**

**Good delegation requires  
periodic reporting.**

# Scientists as Managers

## Truth 6

**A good manager motivates employees.**

# Motivators?

**Money**

**Recognition**

**Titles and promotions**



# What to do?

Short Courses (e.g., Lucchessi)

Books (e.g., “Zapp. The Lightning of Empowerment,”  
William C. Byham)

Journals (e.g., Managing the Modern Laboratory)

MBA classes

Newsletters (e.g., “The Motivational Manager”)

Meetings (Pittcon, ALMA)

Do it yourself

# Do it yourself

**Self inventory (Donald L. Kirkpatrick)**

**Small group discussions**

**You and people reporting to you**

**You and co-worker colleagues**

**You and local colleagues**

**Train supervisors and potential supervisors**

**Performance evaluations**

**Applicant Interviews**

# **Who is responsible for your management education?**

- Your supervisor**
- Your organization**
- Your mentor**
- You**

# Conclusions

**Scientists can make good managers**

**Scientific training is helpful, but insufficient for management**

**New skills must be learned**

**Many opportunities exist to improve management skills**

**You're likely to need to assume responsibility for your own management training**