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
### Table: Name, Drugs, MoreDrugs, Bugs, Big Bugs, Total

<table>
<thead>
<tr>
<th>Name</th>
<th>Drugs</th>
<th>MoreDrugs</th>
<th>Bugs</th>
<th>Big Bugs</th>
<th>Total</th>
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#### Financial Data

- **Number**: A12345
- **Fund No.**: 253849-3
- **Start**: 4/1/04
- **Cycle**: 4/1/06
- **Stop**: 3/31/09
- **Balance on 1/1/06**: $139,450
- **Income**: $240,000
- **Months in 06**: 9
- **Projected Amount**: $218,000
- **Sum**: $219,450
- **Available/month**: $18,288
  - Jan: $16,340
  - Feb: $21,445
  - Mar: $23,083
  - Balance: $158,582
  - Revised: $17,620
  - Apr: $19,588
  - May: $18,654
  - Jun: $16,587
  - Balance: $103,753
  - Revised: $17,292
  - Jul: $15,868
  - Aug: $17,582
  - Sep: $17,895
  - Balance: $52,408
  - Revised: $17,469
  - Oct: $15,289
  - Nov: $14,586
  - Dec: $17,982
  - Balance: $4,551

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### Notes

- John Boothroyd, April, 2006
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]

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)

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!!