

Academic Leadership and Management Institute


Capstone Session: *Bringing It All Together*


photo: Jeremy Thomas DESIGN: Aaron Robinson

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At End: Key Takeaways

- ✓ _____
- ✓ _____
- ✓ _____

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Sessions
Recap


- 1

Orientation to Academia
Career TRAGEDIES, shared governance principles, setting boundaries
- 2

Managing Difficult Conversations and Feedback
Difficult conversations, decision-making framework, moving to the And Stance, personal scripts
- 3

Mentoring Skills and Challenges
Mentoring philosophy, types of inquiry, mentoring networks, receiving feedback
- 4

Negotiation Skills for Problem-Solving
Negotiation theory, adult learning model, critical discussions, IRP analysis

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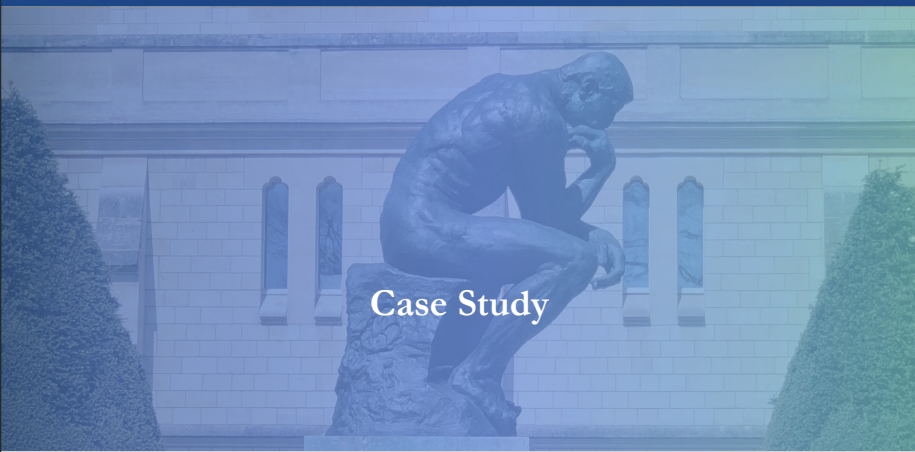


Tenure Track Pitfalls




-  Funding
-  Hiring/personnel issues
-  Time management
-  Effective Mentoring
-  Assessing urgent/important challenges
-  Balancing long/short-term goals
-  Academic politics
-  Leadership Skills
-  Publishing

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Case Study

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6 Elements

Decision-Making Framework

-  *What are the issues?*
-  *What policies or rules apply?*
-  *What questions do you have or data do you need?*
-  *Who, what are your resources?*
-  *What are your options?
Who is affected by each?*
-  *What will you do?
What (exact) words will you use?*


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Lab Culture Is Your Responsibility

 → A *Nature* survey of 3,200 scientists reveals that **poor lab and personnel management by principal investigators (PIs)** is one of the strongest contributors to an unhealthy lab culture.

Perception Gap: PIs and students tend to have different perceptions on the health of the lab.

Some hard numbers on science's leadership problems. *Nature News*, May 26 2018. <https://www.nature.com/articles/441568-014-05143-8>

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Ask yourself:

What do you expect from your trainees,
and what can they expect from you?



How do they know?

WORLD VIEW

A personal take on events



The key to a happy lab life is in the manual

A well-crafted set of guidelines and advice can save time, reassure trainees and promote a positive lab culture, argues **Mariam Aly**.

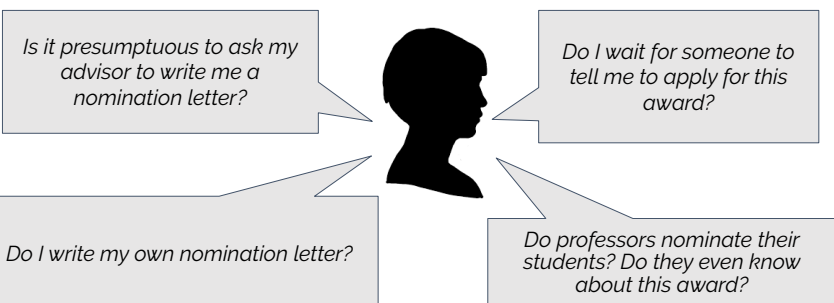
6 SEPTEMBER 2018 | VOL 561 | NATURE | 7

“I put into writing **things that are usually transmitted informally**. For example, that it doesn't matter to me whether trainees arrive at 9 a.m. or 1 p.m. or work from home, as long as they get their work done and honour their commitments.”

Mariam Aly, *Nature News & Comment*, 5 September 2018 <https://www.nature.com/articles/d41586-018-06167-w>
Lab manual: <https://github.com/aly/labmanual/blob/master/aly-lab-manual.pdf>

Example: Awards Situation

Jay is a few years into graduate school and sees a \$1000 travel award that they are eligible for, but Jay doesn't know how to bring it up with their advisor.



Consider...

- How can do you get information about trainee experiences and concerns?
- What strategies can you use to foster feedback from your trainees?
- How do you build your ability to attract, mentor effectively, and collaborate with a wide range of individuals fairly?

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Questions

- How inclusive or exclusive are your expectations and policies?
- How does your group contribute positively to **diversity, equity, and inclusion (DEI)** in your field?
- Do you support community service by your trainees?

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It's All About Fostering Culture

Recruitment Expectations Feedback Modeling

Lab Culture

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Clear is kind

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You Set The Tone



It's about values and the mission



Reward only good behavior



Develop good boundaries

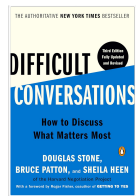


Build relationships, trust



Learn to give effective feedback

*You can win the battle
and still lose the war.*



- ☛ The “**what happened**” conversation
- ☛ The “**feelings**” conversation
- ☛ The “**identity**” conversation

Stone, Patton, and Heen's *Three Conversations*

*What you can change is you.
Focus on your goals. Live your values.*

- ✦ Know your role and why you're in it.
- ✦ Gain skills and use them purposefully, constructively.
- ✦ Know that what you can change is you.
- ✦ Align your actions with your goals and values.



*Change the script by
changing your lines.*

Responsibility



Personal



Institutional

Key takeaways?
Questions or concerns?



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Thank You



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