Becoming a Manager

Lori Conlan, PhD
Director, Office of Postdoc Services and the Career Services Center, OITE/NIH

Office of Intramural
TRAINING&
EDUCATION
NATIONAL INSTITUTES OF HEALTH

Managers Helps Others Get Work Done By:

- Motivating them
- Providing direction
- Promoting teamwork
- Removing roadblocks
- Giving feedback

But your road to success involves first-and-foremost managing yourself

Managing Yourself

- Be aware of, and understand, your:
  - Personality type
  - Conflict style(s)
  - Stress response (transition = uncertainty = stress)
  - Your comfort zones and discomfort zones
- Find mentorship now; consult **early and often**
  - Scientific mentoring and management mentoring are not the same
  - Who in your organization has shown an interest in your advancement and success?

Motivating Others

- What are some things you have seen work as effective motivators?

Motivating Others

- What are some things you have seen that are not effective motivators?

Motivating Others

- Best is for employees to be internally motivated
  - Intrinsic motivations are fairly steady day-to-day
  - Summed up by getting to do what we love to do; getting recognized for the expert we are, or doing what makes us shine
- But external motivators are also powerful
- Strategies:
  - Tangible *vs* intangible; formal *vs* informal approaches
  - Broad or tied to a single event
- Mistakes:
  - Assuming everyone is motivated the same way
  - Only using fear or competition (especially within your team)
  - Using negative approaches to an extreme
  - Gratuitous rewards (dilute meaning of more meaningful rewards)
  - Playing favorites in rewarding good performance

# Hersey and Blanchard Situational Leadership Theory

- Suggests that successful managers and leaders adjust their styles, depending on the situation
  - No one style is inherently better; they all have their time and place and should be used as appropriate
- Characterizes management styles in terms of the amount of direction and support that the leader provides to their followers
  - four styles based on the relative emphasis on <u>directive</u> *vs.* <u>supportive</u> behaviors

Two Types of Behaviors

- ■ Directive behaviors (task focused)
  - ❑ Involves clearly telling people what to do, how to do it, when to do it and then closely monitoring behavior

- ■ Supportive behaviors (relationship focused)
  - ❑ Involves listening to people, providing support for their efforts, and then facilitating their involvement in problem-solving and decision making
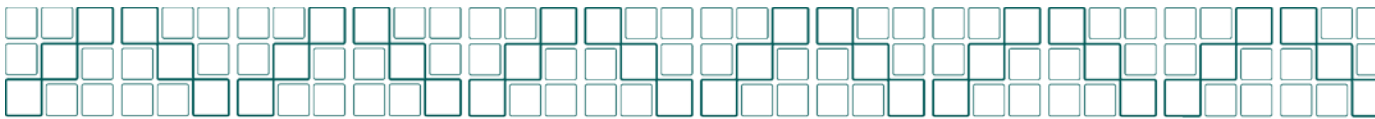
Hersey-Blanchard Leadership Model
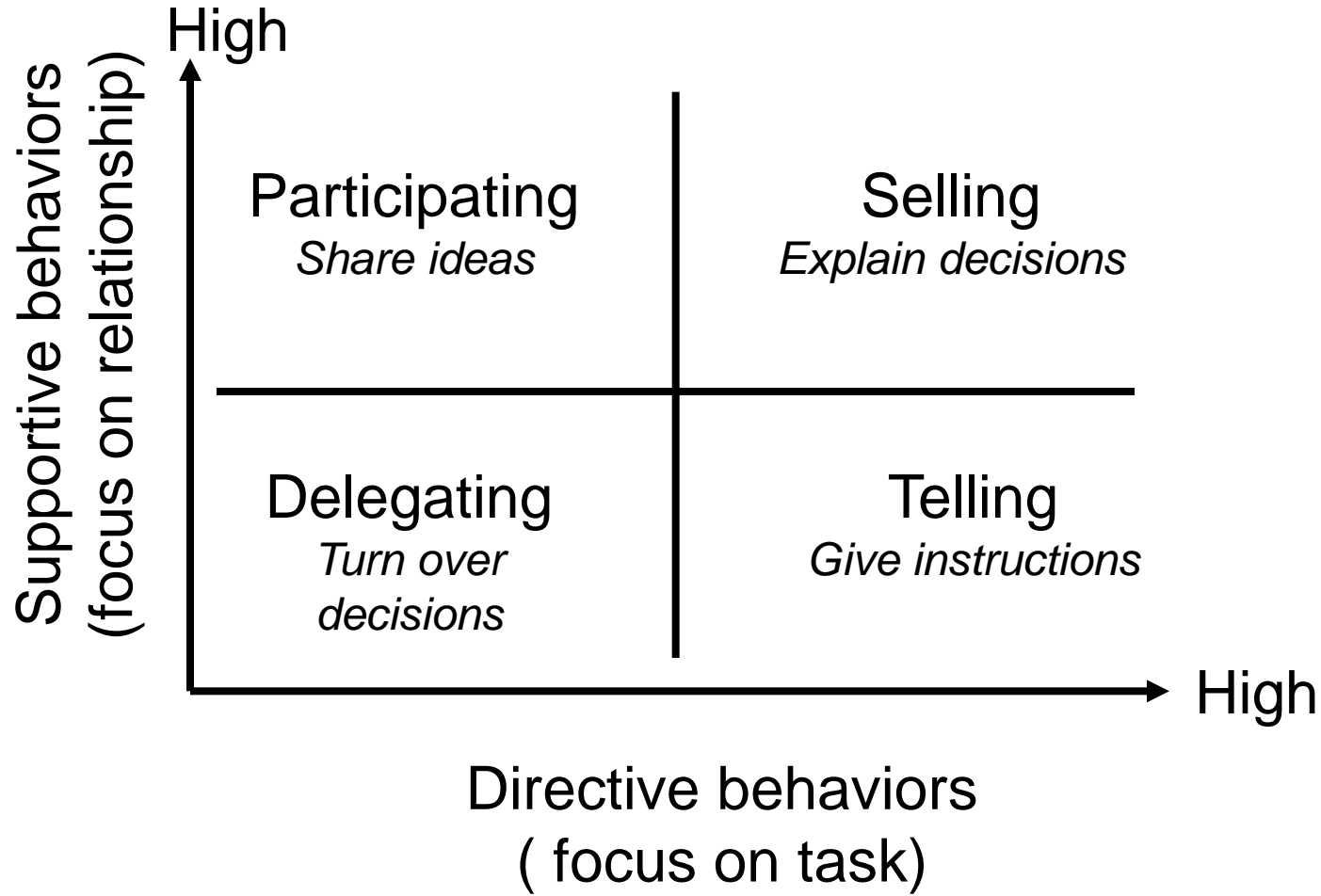
The Story of PM and YC (I)

When PM did not start working on the revisions of her paper quickly enough, I called her in, told her if we missed the 90 day deadline that the editor would reject the paper outright, and said we would then be embarrassed in front of her committee and even the whole department. This really worked well – although she seemed a bit irritated at first, she got to work and got the revisions done in record time. Everything went well and the paper got accepted to a great journal.

So when YC didn't follow up to finish writing her proposal and schedule his committee meeting, I used the same approach. This was just a disaster. Instead of getting to work, he stopped coming in, said he was sick and tried to avoid me. We had some really awkward interactions until we finally talked about it and many other issues in our relationship. Unfortunately, it was too late to salvage the relationship and he moved to another lab.

Supervision *vs.* mentoring

	Supervising	Mentoring
Focus of learning	Needs of the group	Needs of the mentee
Style of help	Directive *"I tell - you do"*	Collaborative *"We talk - you consider"*
Balance of power	Supervisor has more	More equal and fluid

Masterful Mentoring, 2005

Defining Roles

In research environments, one's supervisor typically serves as a mentor as well. What are the benefits of this approach; what are the risks?

Can A Supervisor Also Be A Mentor?

- Yes
- No
- Yes, but……
  - There can be a substantial amount of tension between these two roles

Causes of Role Tension

- Employee may not feel safe disclosing to you as their boss

- Needs of the employee and the boss do not always align well

- Time constraints often limit quality of mentoring interactions

- Lack (or perceived lack) of expertise and experience in specific areas relevant to the employee

Some General Strategies

- Think about your own experiences and learn from them
- Hold formal meetings to set goals and expectations; revise them as needed
- Help your employees find additional mentors – especially career mentors
- Know about training/support resources on your campus
- Hold different meetings for mentoring and for science
- Develop a framework for dissecting specific situations
  - List: my needs - his/her needs
  - Consider: long- and short-term impacts of your decisions
  - List: deadlines and factors impacting decision that need to be communicated
  - Meet and talk about it

NIH Resources

- www.training.nih.gov for 100+ archived videos and more
- Join the NIH Intramural Science Linked-In group
- Come to the NIH Career Symposium, May 15, 2015
- Connect with me on Linked-In
- Email me at conlanlo@mail.nih.gov