Workshop 2: The People Side of the Research Enterprise

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The People Side of the Research Enterprise

- Culture/Values - Articulate and institutionalize
  - Be true to who you (collectively) are
  - Basic compatibility is the basis for commitment

- Vision – Communicate the big picture
  - Let individuals see how they fit and contribute to the whole
  - Set clear expectations (timeline, budget/resource constraints)

- Focus on the health of the whole team
  - Provide ongoing mentorship, coaching and recognition
  - Don’t be afraid to respectfully make a change
“People” Principals

Simple and obvious sounding, but so often not followed:

- Hire people who are smarter and more capable than you
- Hire people whose goals and aspirations can be aligned with those of your organization
- Hire people who will fit with the culture and chemistry of your organization
- Once you have hired, provide the necessary resources and guidance to enable success
- Get out of the way and let your people succeed
- Hire with the intent to allow development and succession