



## **Workshop 2: The People Side of the Research Enterprise**

**August 18, 2010**

# 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