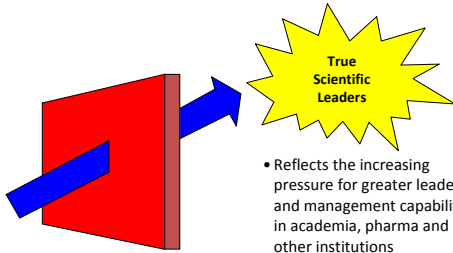


Geek Patrol



- Scientists are not given training beyond the scientific and technical
- They have a limited understanding of how to navigate complex, multifunctional organizations or how to use basic management tools (e.g., strategic planning)



- Reflects the increasing pressure for greater leadership and management capabilities in academia, pharma and other institutions
- This is driven by the increasing complexity and challenges faced by these institutions

Key Attributes for Success

- Entrepreneurship
- Resourcefulness
- Teambuilding
- Networking
- Vision
- Fortitude
- Patience
- Mentoring
- Time Management
- Leadership

A New Emphasis on Teamwork

- The problem with most graduate programs is the emphasis on independence
- Trainees are expected to become entrepreneurs, responsible for their own survival in science (sink or swim, survival of the fittest, etc.)
- Multidisciplinary teamwork is a relatively new concept in scientific training but is catching on fast
- Government understands that research in teams when carried out can be more effective:
“New ideas are processed in interaction with others, where multiple sources of knowledge and expertise can test and expand concepts as part the research experience.”

Gibbons et al. (1994) *The New Production of Knowledge: The Dynamics of Science and Research in Contemporary Societies* (Sage, London).

Leadership

The art of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives.

While you are twirling plates... there are many people in your lab doing the work and others you are building relationships with and other feeding on your ideas and others who are investing in you

Defining Soft Skills

Soft skills (or employability skills) can best be defined as skills which allow students to become more effective learners and workers. They can include:

- communication skills
- time management
- organizational skills
- analytical, problem solving, and reflective thinking

Key Takeaways

- Organizations are looking for leaders
 - Technical skills only get you so far
- Trainees should practicing their leadership
 - Teamwork
 - Mentoring
 - Learning to work with others
- Trainees should focus on their employability competencies
 - Exploit your strengths
 - Shore up your weakness
- Trainees should take stock in their accomplishments
 - Not just technical
 - Also organizational