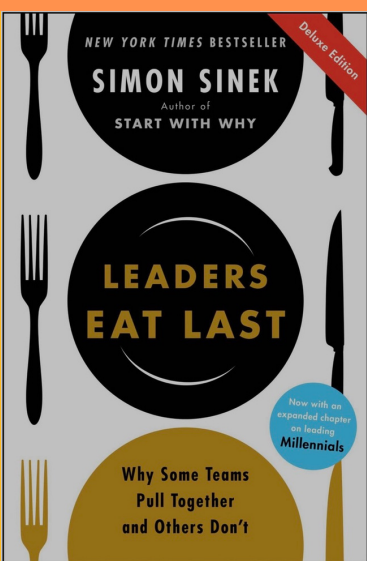
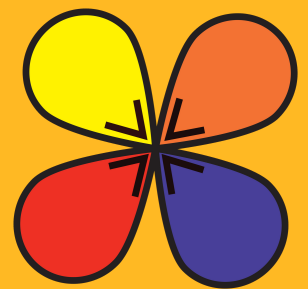


Research Ingenuity



Book Review

LEADERS EAT LAST SIMON SINEK



CREATE A "CIRCLE OF SAFETY"

Leaders set the culture of the company, and thereby the attitude of its employees

In a micromanaging environment, the individual employee loses control over their work, which causes stress, creating a non-thriving atmosphere

Helping each other, rather than one-upping or back-stabbing; they have your back and you have theirs



IN RESEARCH ADMINISTRATION

Give help, without expectation of reciprocal behavior

Create non-hierarchical opinion exchange and treat everyone equal: meet with all employees, not just unit leaders

Give more introverted employees the opportunity to speak up, ask their opinion

Praise behavior that demonstrates these key values, which will demonstrate your support of it; encourage

BAD LEADERSHIP EQUATES TO DEHUMANIZATION OF OTHERS AND SELFISHNESS

Nowadays, commercial interest trumps who leaders should really be serving these days

Leaders have responsibility for their employee, similar to the responsibility of parents for their children

Your employee is somebody's child



IN RESEARCH ADMINISTRATION

Treat your employees as humans

Walk the "halls", get to know something personal about each of your employees

Show interest in your employees beliefs, thoughts, fears, lives

Show empathy

Show integrity

**GOOD LEADERSHIP IS NOT ABOUT CHASING NUMBERS;
IT'S ABOUT CREATING AN ENVIRONMENT IN WHICH YOUR
EMPLOYEES CAN THRIVE AND DO WORK THAT THEY CAN
BELIEVE IN**

MODERN SOCIETY IS ADDICTED TO SHORT-TERM GOALS, EVER FASTER AND "BETTER"

Example: layoff's (as last resort) vs. furloughs for everyone: the team takes on difficult times vs. a few individuals

Short-term goals are not real goals

Short-term goals create rollercoaster

IN RESEARCH ADMINISTRATION

Become a long-term leader: most of us are chasing the next research metric goal, only that metric is not a true goal, it disappears once you hit it. Rather, think about what do you really want to achieve with your research enterprise? Stop chasing those research metrics, which may serve as milestones along the way, and develop a real goal that everyone can believe in, that everyone can contribute to that can endure change and is ultimately unattainable

Give raises when your employees really need, e.g. in an economic crisis

**GOOD LEADERS PUT OTHERS AHEAD OF
THEMSELVES**