Do you know what you don’t know?
An introduction to leadership and management skills for postdocs and grad students

Core Competencies for Scientific Trainees
- Scientific Knowledge
- Research Skills
- Responsible Conduct of Research
- Communication Skills
- Leadership and Management

Leadership and Management Skills

- **Leading**
  - Running a meeting
  - Setting goals for self and others
  - Delegating
  - Motivating others
  - Mentoring
  - Diversity and cultural competency
  - Management conflict
  - Facilitating a team
  - Organizing
- **Project Management**
  - Managing time
  - Planning projects
  - Collaborating
  - Using project management tools
- **Organizational Management**
  - Group and individual dynamics
  - Workplace culture and management
  - Fostering performance, creativity, and innovation
- **Financial Management**
  - Reading and understanding financial statements
  - Using basic accounting skills and programs
  - Budgeting and financial forecasting
- **Law, HR, Intellectual Property, Ethics**
  - Patents and intellectual property
  - Human resources laws
  - Codes of conduct and ethics
  - Recruiting, hiring, and firing employees
  - Providing development and performance management
- **Professionalism**
  - Workplace rules
  - Etiquette
  - Meeting commitments and deadlines
  - Professional relationships
  - Representing self, institution, organizations
  - Advocating and public engagement
Recommend Resources and Activities

To learn more about core competencies: www.nationalpostdoc.org/?CoreCompetencies


Setting Goals: Remember SMART Goals. Check out www.mindtools.com for tools and tips on goals and many other leadership topics.


Motivating Others: Check out Theory X and Theory Y theories of human motivation from Douglas McGregor as well as Motivation-Hygiene Theory from Fredrick Herzberg. Remember, communication is key!

Mentoring: For academic settings and general tips, look at mentoring resources at universities. Check out AAMC’s mentoring compact. Get experience by informal mentoring and consider volunteering for mentoring programs.

Diversity and Cultural Competency: Check out the article from Academic Executives at https://academicexecutives.elsevier.com/articles/creating-cross-culturally-competent-leaders-global-teams. Look for opportunities to be immersed in new and different cultures, through travel or community work. Try empathy thought experiments, noticing those around you and imagining their point of view.

Conflict Management: Check out free courses and lectures on MOOC or iTunes U and the books Divide or Conquer: How great teams turn conflict into strength by Diana McLain Smith and Getting to Yes by Roger Fisher and Wiliam Ury. Also visit the Center for Creative Leadership for more reading. Remember to separate people from problems.

Facilitating Teams: Check out www.teamscience.net and www.teamsenciencetoolkit.cancer.gov. Consider specific team tools like team building, ice breakers, brain storming techniques, voting procedures, and communication!

Organizing: Build skills by looking for weaknesses in your current activities. Look into techniques for organizing and communicating ideas and processes, such as mind mapping. Think about your team’s learning styles and appeal to as many as possible when conveying complex information.


Organizational Management: Remember that IO psychologists can be consulted for help in tricky situations. Professional development for staff and team members can help cultivate a positive work environment.