

Triageing your Workload: How to get the PI to work on YOUR time




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Topics We'll Cover Today

- Leadership Styles and Effectiveness
- Ways to Help Communicate Your Message
- Steps to Demonstrate Effective Communication
- Role Playing

Research has shown over and over that self-awareness and self-direction are two essential factors in leadership effectiveness

- What is your leadership style?
- What are your strengths?
- What is your weakness?

Effective Leadership

- Leaders must be willing to take a stand based on their values and beliefs.
- Leaders must be willing to be fully engaged with the four focus areas of their being: physically, emotionally, mentally and spiritually.
- Leaders must be willing to overcome the growing tide of cynicism in the business world and define an upbeat style of leadership.
- Leaders must be willing to push the edges of innovation.


- Leaders must be willing to show their employees that they care for them
- Leaders must be willing to listen to the grapevine and then build a sense of community based on what he/she hears in the grapevine
- Leaders must be devoted to continuous improvement

Leaders must have a plan


Support System

- Does your institution have a support system for you?
- Create your own support system
- Don't be intimidated – ASK FOR HELP






Communicate



- Determine your best method of communication
- Identify the method of communication your customer would prefer to use
- Be willing to listen



Responding to Others

- **Evaluating:**
You judge and then either agree or disagree.
- **Probing:**
You ask questions from your own frame of reference.
- **Advising:**
You give counsel, advice, and solutions to problems.
- **Interpreting:**
You analyze others' motives and behaviors based on your own experiences.

When people begin to interact together genuinely, and they're open to each other's influence, they begin to gain new insight.

Confidence

- You have to have confidence in your ability, and then be tough enough to follow through

Confidence is 10% hard work and 90% delusion

<http://www.learnmyself.com/>

Top 10 Excuses for Late Proposals

- My computer broke down
- I thought the deadline date/target date was a suggested date
- I didn't know I had to go through your office
- My Chair just told me to submit today
- It's the WEEKEND



- I didn't want to bother you and thought it would be faster to do it myself
- My Co-PIs wife just had a baby and I can't reach him
- My collaborator was out of the country with no internet access
- I've already sent the sponsor what they requested, and now I only need a signature



The best for last

- I apologize for the pdf arriving a few hours late. My graduate students and I have worked heroically to resolve file size, image, and formatting issues. I have been ill with an upper respiratory infection for the last week while attempting to avoid hysterical undergraduates who after skipping 1/3 of the lectures realized the D on their report card was actually real, and today, well yesterday, is/was my birthday... No. Really. Beethoven's birthday is the 16th of December.



Ways to Help Communicate Your Message

- Have a Common Message
- Make Expectations Known
- Share Resources
- Outreach & Training
- Work as a Team





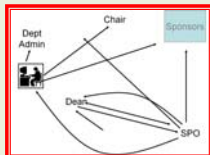
Have a Common Message



- Verbal
 - Phone
 - In Person
- Written (Emails, Memos, Instant Messaging, Social Media, etc.)
 - Standard
 - Multiple Times (deadline, calendar or sponsor)
 - Keep it Simple

Make Expectations Known

- Roles and Responsibilities (larger picture)
 - Amount of time needed for each step
 - What tasks are completed at each step
 - Review and approval time at each step
 - Does that level have a deadline and what happens if it's not met



Make Expectations Known

- Outline where you fit in the “maze”
 - What starts your process?
 - Meeting
 - Form or Online Submission
 - Email or Phone Call
 - What will you be doing? (budget only, all nontechnical, compliance, review)
 - Internal timelines/deadlines
 - Questions & Follow-up (the 5Ws)



Share Resources

- “How to” Sheets aka Summary Sheets
- Templates
 - Budget
 - Current & Pending
 - Bio-sketches
- Access to Electronic Systems



Outreach & Training

- Faculty & Staff Meetings
 - Staff Introductions
 - Listening Sessions
 - Process & Policy Changes
- Training & Education
 - Department or Campus Level





Outreach & Training

- Training & Education
 - Department or Campus
 - Policies & Procedures
 - Sponsor
 - General Proposal Guidelines
 - RFPs
 - Systems
 - Grants.gov
 - Fastlane
 - NSPIRES
 - University electronic systems



Team Work

- Ask About the Research
- Understand their World
- Good Cop/Bad Cop – Where to go when you need backup
- Give PI Honest Feedback



Steps to Demonstrate Effective Communication

1. Acknowledge
 - Stop all activity and give full attention
2. Listen Actively
 - Listen with your eyes, ears and your heart
 - Understand how the other person views the situation

"Most people do not listen with the intent to understand; they listen with the intent to reply." – Stephen Covey
 - Reserve judgment while listening

"Seek first to understand, then to be understood." – Stephen Covey

Steps to Demonstrate Effective Communication

3. Rephrase thoughts
 - Restate in your own words
 - Affirm the message
4. Share thoughts
 - Assertive but not aggressive
5. Build trust
 - Keep a positive attitude



Let's Role Play!

Situation 1

Requesting: **Two Audience Volunteers**

Demonstrate: **Poor communication**

Scenario: A PI has just hand delivered a proposal to you that is due in two days. They would like a full review of the proposal and tell you there are still issues with the budget.



Let's Role Play!

Situation 2

Requesting: **Two Audience Volunteers**

Demonstrate: **Effective Communication**

Scenario: A PI has just hand delivered a proposal to you that is due in two days. They would like a full review of the proposal and tell you there are still issues with the budget.



Questions