

How to Build a Great Research Team

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Find the right people – the most important lab investment !!!

- Chemistry is more important than physics
 - Attitude can be as important as academic credentials
- Before understanding them, let them understand you
 - Clearly state lab / team mission(s)
 - Be honest - explain labs current strengths and weaknesses
 - State expectations of candidate, and why their addition is important to lab
- Seek distinct / complimentary skills in different individuals
- Minimize redundant skills across individuals, avoid adversarial stress
- Gauge candidate enthusiasm & vision for potential & opportunity
- Welcome outsiders & different perspectives

Get return on your investment ...

- Think of lab as a business – develop a strategic plan
 - Balance time / resources to cover essential tasks:
 - Discovery & problem solving
 - Data collection / analysis workload (perhaps hard or mundane)
 - Administration, budget & finances
 - Lab documentation
 - Communications (presentations, pubs, reports, ...)
 - Establish authorship roles and responsibilities
 - Proximity – Proximity – Proximity \Rightarrow creative friction
 - Utilize distinct strength(s) of each individual
 - Allow time for zero-risk brainstorming \rightarrow review literature
 - Allow (some) discovery beyond lab agenda \rightarrow review literature
 - Run an “Open Source” lab – data / tools / output are shared
- } ~10%
- } ~90%

Get the most out of your investment ...

- Mentoring
- Focus on career development of lab members
- Greater autonomy, responsibility, leadership, ... PI-ship
- Advancement out of lab viewed as promotion, not desertion

- Diversify your portfolio - broaden objectives / themes of the lab
 - Collaborations with other UM labs → spread the funding load
 - Encourage participation in multi-center initiatives & networks
 - Collaborations with other Non-UM labs
 - ✓ Consumers of your lab's products → translation and rationale on renewals
 - ✓ Expanded access to clinical trials
 - ✓ Subcontracts → \$\$
 - ✓ Professional recognition for lab members