

SECOND EDITION

MANAGING SCIENTISTS

Leadership Strategies in Scientific Research

ALICE M. SAPIENZA



Managing Scientists Leadership Strategies In Scientific Research

Bertrand C. Liang



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Managing Scientists Alice M. Sapienza, 1995-07-05 Managing Scientists Leadership Strategies in Research and Development Alice M Sapienza I found this book to be exciting. Speaking as someone who has spent 30 years grappling with these issues I certainly would be a customer. Robert I Taber PhD Senior Vice President of Research Development Synaptic Pharmaceutical Corporation In today's climate of enormous scientific and technologic competition it is more crucial than ever that scientists involved in research and development be managed well. Often trained as individual researchers scientists can find integration into teams difficult. Managers from both scientific and nonscientific backgrounds who are responsible for these teams frequently find effective team building a long and challenging process. Managing Scientists offers strategies for fostering communication and collaboration among scientists. It shows how to build cohesive productive and focused teams to succeed in the competitive research and development marketplace. This book will help any manager to Build focused teams while promoting individual achievement Increase productivity creativity and innovative thinking Communicate effectively with the group and the organization at large Address the human side of scientists and science Managing Scientists contains case histories offers valuable insight into organizational culture and is written in a clear readable style. It effectively balances theory with real world examples to provide a stimulating and practical guide to managing researchers for the scientist and nonscientist alike.

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Successful Management of Research & Development Andreas Holzinger, 2011 Establishment development and management of a successful research and development group require systematic knowledge and skills and a target oriented process model. It begins with a vision and requires a clear mission and accordant strategy in order to achieve these goals. The people involved in the team work are of primary

importance everything depends on the interaction of this team To create this team to develop scaffold advance and lead is a challenge However even the best team is ineffective if there is no funding Money is not everything but without money everything is nothing A substantial budget is required to cover staff costs premises and basic equipment travel computers and basic software a scientific software portfolio hosting special equipment literature workshop organization visiting researcher invitations etc In an environment of decreasing public budgets external funding becomes increasingly important in order to sustain international competitiveness quality and to maintaining excellence Ultimately the team is assessed by output which is composed of measurable published items If you ask what real knowledge is I answer that which enables action Hermann von Helmholtz Keywords Management Science Research Team Work group Managing the Drug Discovery Process Susan Miller, Walter Moos, Barbara Munk, Stephen Munk, 2016-11-08 Managing the Drug Discovery Process How to Make It More Efficient and Cost Effective thoroughly examines the current state of pharmaceutical research and development by providing chemistry based perspectives on biomedical research drug hunting and innovation The book also considers the interplay of stakeholders consumers and the drug firm with attendant factors including those that are technical legal economic demographic political social ecological and infrastructural Since drug research can be a high risk high payoff industry it is important to researchers to effectively and strategically manage the drug discovery process This book takes a closer look at increasing pre approval costs for new drugs and examines not only why these increases occur but also how they can be overcome to ensure a robust pharmacoeconomic future Written in an engaging manner and including memorable insights this book is aimed at redirecting the drug discovery process to make it more efficient and cost effective in order to achieve the goal of saving countless more lives through science A valuable and compelling resource this is a must read for all students and researchers in academia and the pharmaceutical industry Considers drug discovery in multiple R D venues including big pharma large biotech start up ventures academia and nonprofit research institutes Analyzes the organization of pharmaceutical R D taking into account human resources considerations like recruitment and configuration management of discovery and development processes and the coordination of internal research within and beyond the organization including outsourced work Presents a consistent well connected and logical dialogue that readers will find both comprehensive and approachable Managing Discovery in the Life Sciences Philip A. Rea, Mark V. Pauly, Lawton R. Burns, 2018-02-01 In this book distinguished scholars Philip A Rea Mark V Pauly and Lawton R Burns explore the science and management behind marketable biomedical innovations They look at how the science actually played out through the interplay of personalities the cultures within and between academic and corporate entities and the significance of serendipity not as a mysterious phenomenon but one intrinsic to the successes and failures of the experimental approach With newly aggregated data and case studies they consider the fundamental economic underpinnings of investor driven discovery management not as an obstacle or deficiency as its critics would contend or as something beyond reproach as some of its proponents might claim

but as the only means by which scientists and managers can navigate the unknowable to discover new products and decide how to sell them so as to maximize the likelihood of establishing a sustainable pipeline for still more marketable biomedical innovations

Herding Scientists Andrew B. Whitford, 2022-05-12 When politicians reshape public health agencies scientists resist changes and if possible leave Those shifts make it harder for agencies to fight future public health threats This Element focuses on the tension between scientists and managerial control in the policy process both conceptually and empirically It centers on a failed attempt to reorganize the United States Centers for Disease Control and Prevention Because many of the gains in longevity and health quality result from the work of public health agencies public health scientists and practitioners are the frontline producers of public health

The Pragmatic MBA for Scientific and Technical Executives Bertrand C. Liang, 2012-10-25 This primer enables professionals with technical expertise to collaborate with their business side colleagues Emphasizing brevity and clarity it gives technical staff answers to their most pressing questions about economics finance marketing strategic decision making accounting management and related subjects It does not offer condensed 1st year MBA courses instead it presents streamlined concepts and insights that are easy enough to be accessible and challenging enough to hold one's interest Its examples from pharma IT aircraft navigation and other industries highlight problems that technical professionals face daily Written by one of them its credibility makes it more useful than Internet resources Because it concentrates on pragmatic as opposed to academic approaches to business it empowers technical staff to stay with the conversation and take it to a higher level Bertrand C Liang MD PhD MBA is Managing Director of LCC Ventures and Executive Director of Pfenex Inc He is trained in molecular biology and genetics PhD and is a clinician MD with subspecialty training in neurology and oncology and serves as a Visiting University Professor at Liaoning He University Shenyang China Creates frameworks and builds concepts enabling technical staff to work with their business colleagues Delivers content for pragmatic immediate use not condensed presentations of subjects from first year MBA curriculum Extends readers grasp by posting additional resources at a freely available website

Leadership in Psychiatry Dinesh Bhugra, Pedro Ruiz, Susham Gupta, 2013-10-28 The psychiatric profession must ensure that its next generation of leaders has the appropriate skills to provide mental health services in the face of globalization and urbanization new technologies and competing demands for shrinking resources Developing leadership skills and leaders is critical in order to optimise the use of resources their application service planning and delivery of services for patients and their families This is the first book on leadership rather than management skills to focus on psychiatry and mental health care Contributions from international experts with clinical and non clinical backgrounds pull together the theories and practical skills required to be a successful leader The aim is to guide mental health professionals in general and psychiatrists in particular on how to gain the relevant skills and on how to utilise these skills and training to take on leadership roles in clinical and organisational settings The book covers the role of the leader and the skills required for leadership including chapters on communication decision

making team development mentoring gender issues in leadership burnout and more It includes a section on assessment tools and learning material Essential reading for all those who aspire to lead in psychiatry **Graduate Research** Robert V. Smith, Llewellyn D. Densmore, Edward F. Lener, 2016-02-17 Graduate Research is an all in one resource for prospective and matriculated graduate students in the sciences The newly revised edition includes updates to every chapter Graduate Research covers a range of topics including writing and preparation of research proposals developing and refining teaching skills and ethics and compliance areas such as research involving human subjects and animals Graduate Research helps readers navigate the multidimensional and interdisciplinary world of scientific research and it is an invaluable resource for graduate researchers as well as those in advising or mentoring roles Discusses a broad range of topics including time management library and literature work and grant support Includes a new chapter on career planning and development with advice on careers in academia government and the private sector Contains chapters that promote the development of a varied set of communication skills Greatly expanded treatment of graduate study and research in international settings

From Postgraduate to Social Scientist Nigel Gilbert, G. Nigel Gilbert, 2006-03-03 From Postgraduate to Social Scientist is essential reading for any postgraduate or new researcher who is interested in a career in the social sciences The book describes the skills needed for success in moving from being a student to becoming an academic or professional social scientist Written by experts in the field Gilbert et al this book offers a unique insider's view of how to make the transition By adopting a clear and accessible approach this book encourages students embarking on the journey towards becoming a social scientist to engage with every aspect of the process *Scientific Research Effectiveness* J. Hurley, 2012-12-06 Baruch S Blumberg NASA Astrobiology Institute Ames Research Center Moffett Field CA USA Scientific research is one of the major human enterprises Many governments are convinced that research and its products provide the means to enrich an economic life that is no longer sustained by traditional manufacturing and service industries The public has a high expectation of medical research and many are convinced that with the expenditure of sufficient money all human diseases can be conquered they look forward to a long and disease free life There is also a great interest in many sectors of society to understand nature not only in order to control it or learn how best to cope with its uncertainties but to accumulate knowledge for its own sake Finally scientific research contributes significantly to the intellectual stores of humanity and provides an important process to explore the most profound questions of life Modern science is rarely a solitary occupation It requires heavy investments in equipment supplies buildings and field capabilities Scientists need a band of fellow explorers with whom to share the adventure discuss experiments and results and perhaps most importantly enable the testing and retesting of their hypotheses by themselves and by others This was certainly the case in my own research which led eventually to the discovery of the Hepatitis B virus and later to the vaccine for it Scientific training is very specialized whereas the solutions to problems transcend narrow disciplinary borders *McLaughlin & Kaluzny's Continuous Quality Improvement in Health Care* Julie K.

Johnson, William A. Sollecito, 2018-10-08 Through a unique interdisciplinary perspective on quality management in health care this text covers the subjects of operations management organizational behavior and health services research With a particular focus on Total Quality Management TQM and Continuous Quality Improvement CQI the challenges of implementation and institutionalization are addressed using examples from a variety of health care organizations including primary care clinics hospital laboratories public health departments and academic health centers Significantly revised throughout the Fifth Edition offers a greater focus on application techniques and features 14 chapters in lieu of the prior edition s 20 chapters making it an even more effective teaching tool New chapters have been incorporated on

Implementation Science 3 Lean Six Sigma 6 and Classification and the Reduction of Medical Errors 10 **Creativity** Mike W. Martin, 2008-09-15 Creativity explores the moral dimensions of creativity in science in a systematic and comprehensive way A work of applied philosophy professional ethics and philosophy of science the book argues that scientific creativity often constitutes moral creativity the production of new and morally variable outcomes At the same time creative ambitions have a dark side that can lead to professional misconduct and harmful effects on society and the environment In this work creativity is generally defined as the development of new and valuable outcomes such as significant truths illuminating explanations or useful technological products Virtue and accompanying ideals are emphasized as a moral framework Intellectual virtues such as love of truth intellectual honesty and intellectual courage are themselves moral virtues Further moral topics concerning scientific creativity are explored serendipity and its connection with moral luck the paradoxes of moral motivation scientific misconduct arising from unbalanced creative ambitions forbidden knowledge creative teaching and leadership in science and the role of scientific creativity in good lives **Creativity , Leadership and**

Entrepreneurship in Electrochemical Engineering: A Tutorial G. Pillay, R. Savinell, 2008-02 A new symposium was offered by the Industrial Electrochemistry and Electrochemical Engineering IE EE Division of The Electrochemical Society during the recent Washington DC meeting October 7 12 2007 Leadership and Entrepreneurship in Electrochemical Engineering A Tutorial Symposium consisted of four sessions in which invited speakers discussed career and leadership opportunities based on their own experiences federal policy and support for science and technology small business development grant opportunities and strategies for building partnerships Urban Science Education for the Hip-Hop Generation Christopher Emdin, 2010-01-01 Christopher Emdin is an assistant professor of science education and director of secondary school initiatives at the Urban Science Education Center at Teachers College Columbia University He holds a Ph D in urban education with a concentration in mathematics science and technology a master s degree in natural sciences and a bachelor s degree in physical anthropology biology and chemistry His book Urban Science Education for the Hip Hop Generation is rooted in his experiences as student teacher administrator and researcher in urban schools and the deep relationship between hip hop culture and science that he discovered at every stage of his academic and professional journey

The book utilizes autobiography outcomes of research studies theoretical explorations and accounts of students experiences in schools to shed light on the causes for the lack of educational achievement of urban youth from the hip hop generation

Leadership and Women in Statistics Amanda L. Golbeck, Ingram Olkin, Yulia R. Gel, 2015-07-13 Learn How to Infuse Leadership into Your Passion for Scientific Research Leadership and Women in Statistics explores the role of statisticians as leaders with particular attention to women statisticians as leaders By paying special attention to women s issues this book provides a clear vision for the future of women as leaders in scientific and *Big Science, Innovation, and Societal Contributions* Shantha Liyanage, Markus Nordberg, Marilena Streit-Bianchi, 2024-03-12 Big Science Innovation and Societal Contributions offers a connection between Big Science and its societal impacts from a multidisciplinary perspective drawing on physics and astrophysics scholars to explain the reasoning behind their work and how such knowledge can be applied to everyday life Through simplifying complex scientific concepts Big Science Innovation and Societal Contributions explains the evolution of Big Science experiments and what it takes to manage and maintain complex scientific experiments with a human centred approach Further it examines the motivations behind international efforts to develop capital intensive and human resource rich large scale multi national scientific investments to solve fundamental research problems concerning our future Drawing on reliable scientific evidence multi disciplinary perspectives and personal insights from collider physics detectors accelerator and telescopes research the volume outlines the mechanisms benefits and methodologies as well as the potential challenges and short comings of Big Science to learn and reflect on for future initiatives This is an open access title available under the terms of a CC BY NC ND 4 0 International licence It is free to read at Oxford Scholarship Online and offered as a free PDF download from OUP and selected open access locations

Lab Dynamics Carl M. Cohen, Suzanne L. Cohen, 2005 Scientists are trained in scholarship and technical skills but not typically in how to deal with their peers supervisors or staff who report to them Yet even a first rate research project can fail or flounder if the people concerned can t get along Lab Dynamics is a book about the challenges of doing science and dealing with the individuals involved including yourself The authors a scientist and a psychotherapist draw on principles of group and behavioral psychology but speak to scientists in their own language about their own experiences They offer in depth practical advice real life examples and exercises tailored to scientific and technical workplaces on topics as diverse as conflict resolution negotiation dealing with supervision working with competing peers and making transitions between academia and industry This is a uniquely valuable contribution to the scientific literature on a subject of direct importance to lab heads postdocs and students It is also required reading for senior staff concerned about improving efficiency and effectiveness in academic and industrial research settings

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