

Laboratory Management

A Workshop for Laboratory Managers, Directors and Supervisors



Workshop focus

- planning,
- communicating,
- motivating,
- resource management,
- leadership

Flow of the workshop

- A broad overview of management
- List of accountabilities & responsibilities
- “Mini-exercises”
- Case Study



Objectives

At the end of this Section, you will be able to:

- Define an organization
- Understand the function of an organization
- List the five key tasks of management
- Define management roles
- Apply these concepts to your laboratory

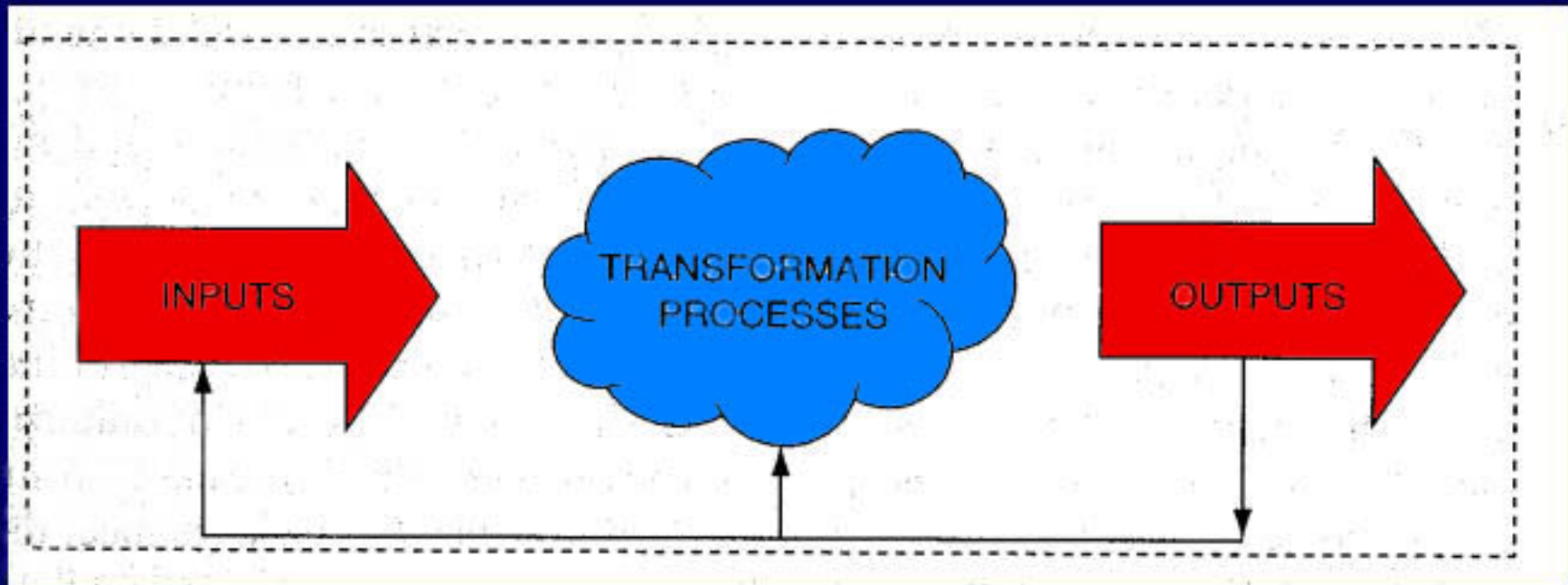
What is an organization?

- **Systems of individuals:**
 - common purpose
 - perform tasks in service of that purpose
- **Organizations:**
 - provide vision and focus
 - consist of technical and social components
 - are open to the changing environment

Organizations serve the following functions:

- Provide society with products and services
- Offer employment and economic exchange for members
- Give a framework for a social system

Organizations are social habitats for people.

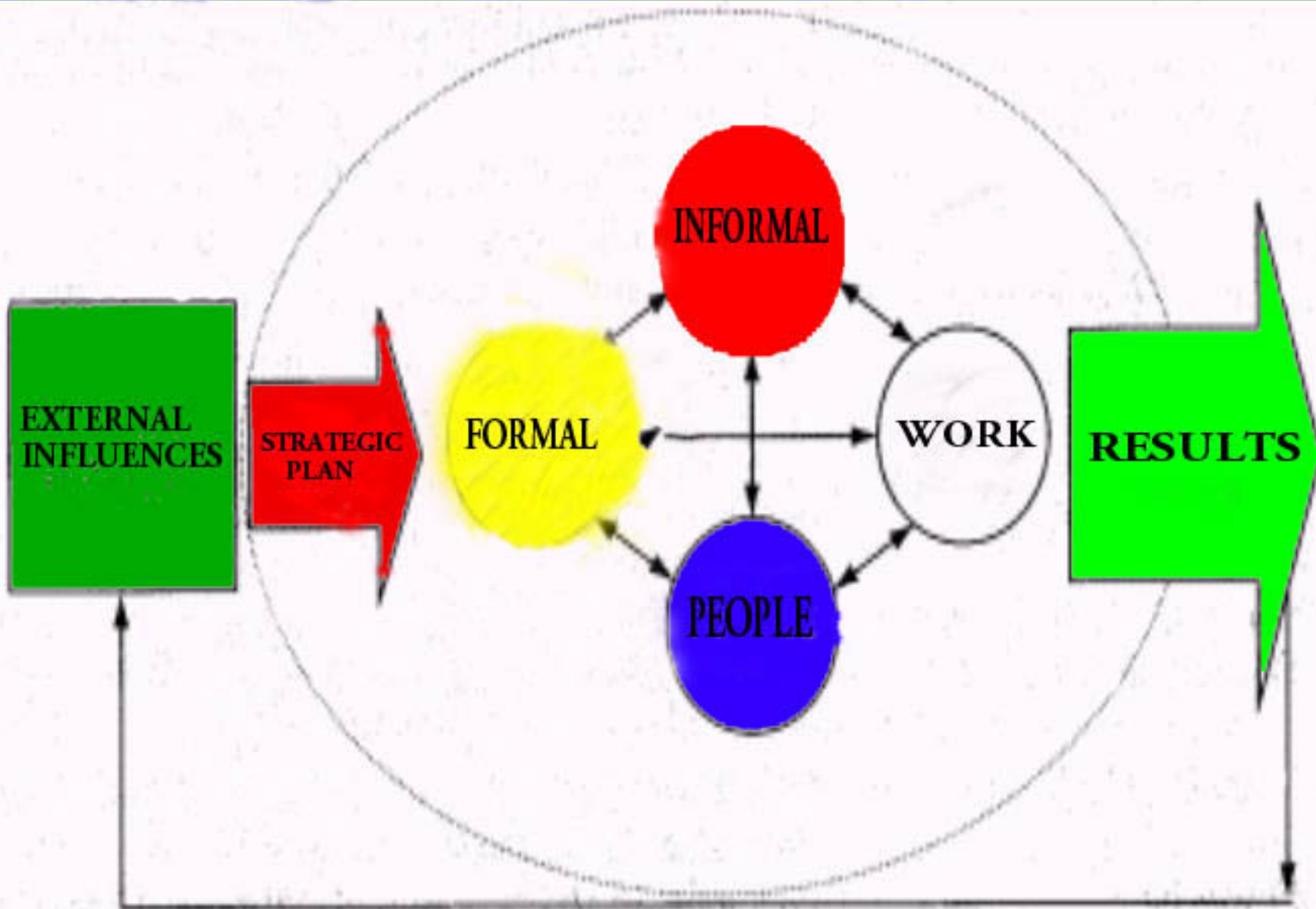


Simple open system

What is an organization?

Components are:

- Work - tasks performed
- Formal Organization – formal structures, policies, and procedures
- People- skills, knowledge, and workforce expectations
- Informal Organization-unwritten rules and personal interactions



Mini Exercise



What do I do?

Five key tasks of management:

- Plan
- Organize
- Direct
- Coordinate
- Control



Planning

- Identify goals and objectives
- Establish policy for lab operations
- Acquire data for decision making

Planning

- Estimate needs for space, equipment and personnel
- Prepare a budget



Organizing

- Organize group activities/tasks
- Implement organizational development
- Establish clear lines of communication

Organizing

- Recruit personnel
- Establish policies and procedures
- Organize work flow

Directing

- Coordinate communication
- Facilitate meetings
- Accept/assign responsibility
- Access external resources



Controlling

- Adhere to standards within the lab
- Implement Information systems
- Measure outcomes against goals
- Correct issues that challenge daily work
- Make financial decisions
- Prepare reports
- Advocate for the team

Basic Management Concepts



- Power
- Skills
- Leadership
- Motivation

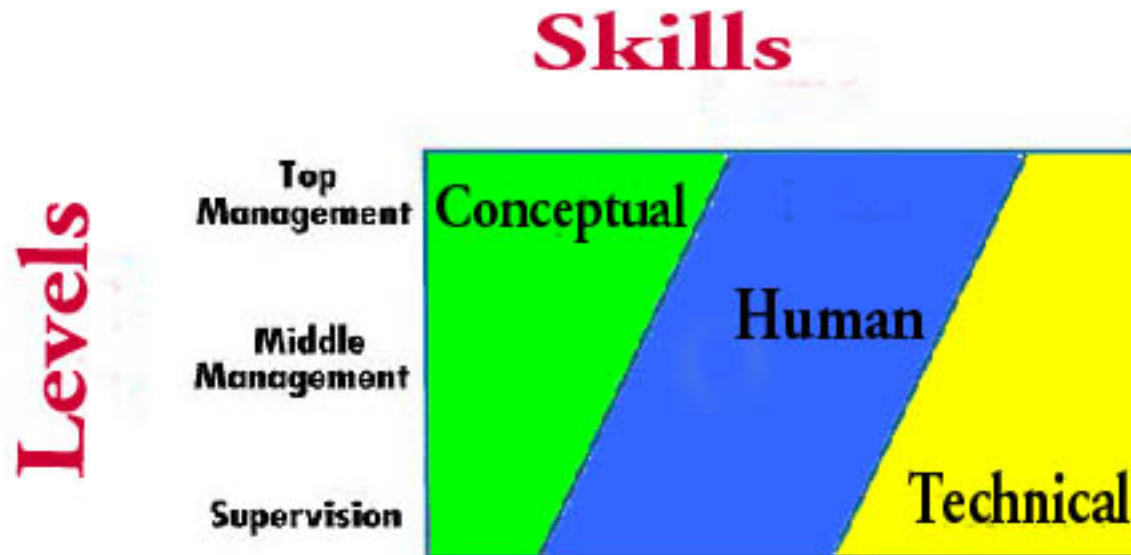
Power

- Formal or informal.
- Positional power.
- Other factors - *knowledge and expertise.*

Best leaders manifest power by delegating, inspiring, and communicating **vision**.



Skills



Skill Distribution at Various Management Levels

Motivation

What motivates people?

Leadership

- Motivation
- Clear Communication
- Effective Delegation
- Collaborative Teamwork
- Conflict Resolution



In my philosophy of management it follows that if the strategic objective has been worked out together and agreed, and **the right conditions have been created in which people can be switched on**, the 'how' of what is to be achieved is a matter for delegation.

Remember, the first task for any manager is to achieve objectives - and this means "getting things done through other people." Maintaining control is not an objective in itself - nor is protecting your ego!

Roles and Functions

A good manager:

- directs
- allocates resources
- identifies areas for improvement
- trains and develops personnel and subordinates
- teaches courses (skills)
- plans for product development
- negotiates commitments

Outputs vs activities

- ❑ **Activity: Process used to create what the customer needs**

Outputs vs activities

Output: The actual product or service desired by the customer



Outputs vs activities

output created by his subordinates and associates

Output = +

output of the neighboring organizations under his influence and/or dependent on his subordinates output

An effective lab manager is really like an internal consultant who supplies needed insight to a group struggling with a problem and who will affect the work and the output of the entire group.



Mini-Exercise

Output vs Activity