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.
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 =

output created by his subordinates and associates

+ 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