

Subordinates have an important role to play in maintaining their own initiative – one they can perform even without the active participation of their manager. That role, of course, is to keep their monkeys on their own backs by recognizing and avoiding situations in which the initiative for an issue jumps to their manager. A common practice - although perhaps not common enough - is for a subordinate to present the manager with solutions and alternatives at the same time the problem is presented. This allows for a discussion of the merits of the proposals and for the subordinate to leave with the responsibility of either implementing a solution or developing additional alternatives. It also minimizes the chance that the manager will need to “get back” to the subordinate with further guidance – which passes the initiative to the manager.



The authors also list 5 rules for managers to adhere to in the care and feeding of monkeys:

1. All monkeys are either fed or shot. Do not push issues into the “deal with later” pile because they will eat up enormous amounts of your discretionary time.
2. Only spend 15 minutes at any one feeding. Whatever the issue is it can usually be dealt with quickly. That doesn't mean there won't be follow up required but tackle the monkey in small pieces.
3. Feed the monkeys by appointment only. You set the schedule, not your monkey!
4. Insist on face to face or phone discussion when feeding the monkey. If you try to feed your monkey via email, it will fall back on your lap almost immediately because you will have to respond to the email.
5. Schedule the next feeding and list out the degree of expectation (recommend for approval, act and advise, routinely report, etc.) at that feeding.

If a manager can get control of these five steps to monkey management, she will have successfully restored the initiative for delegated projects to the appropriate personnel. Going forward, it will take much less time to check in on the health of each monkey in her subordinates' care than it would to feed and nurture them herself. She can then use the extra time to exercise the vision and talents that earned her the management position in the first place.

Kim Small serves as Sponsored Programs Accounting Manager, Washington State University and Riddick Smiley is Grant & Contract Officer, Sponsored Programs, East Carolina University

A Life's Calling

Can you hear it? It starts with you.

Director, Research Administration

Memorial Sloan-Kettering Cancer Center (MSKCC) is the oldest and largest cancer center in the United States. It is designated by the National Cancer Institute as a Comprehensive Cancer Center and is located in New York City, in the heart of a thriving research corridor that includes Rockefeller University and Weill Cornell Medical Center.

MSKCC is currently seeking an experienced research administrator to direct its Office of Research Administration, a key unit with responsibility for managing all funds in support of research. With an annual research budget of over \$300 million, MSKCC has implemented a ten-year plan to significantly increase its research enterprise, which included the construction of a 21-story research building in 2005. An adjacent seven story building is due to be completed by 2010.

Reporting to the Vice President for Research and Technology Management, the Director will have at least five years of research administration experience in either a university or academic medical center with a Bachelor's degree in business administration, finance or related field; Master's degree preferred. The proven leader will have in-depth knowledge of grant and contract policies, procedures and regulations, as well as possess the management and interpersonal skills to direct and develop a diverse research workforce. The successful candidate will also possess the expertise to implement new initiatives in collaboration with key ancillary offices, to ensure MSKCC's research community has a robust and responsive research administration infrastructure.

MSKCC offers a very competitive salary and benefits package. To apply for this position, please send your resume to: dawkinsv@mskcc.org. EOE/AA.



Memorial Sloan-Kettering
Cancer Center
www.mskcc.org