Leading Initiatives, Building New Programs, Negotiating Skills

Make a Difference!

Part of your job is to make the world a better place.

You get to choose educational, research, and service initiatives that are meaningful to you.

Leading New Initiatives

Research, Teaching, & Service Initiatives

Improve some process

curriculum, admissions, hiring, conference, reviewing, IEEE, ACM, etc.

Create something new

Research Project

University Research Center

Workshop

Undergraduate/Graduate Program

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Elements of Success

- Passion
- Clear statement of objective
- Buy-in from stake holders
- Determine & obtain resources
  - People, time, financial, staff, space,
- Iterate as needed
- When are you finished?

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Two of My Initiatives

1. Double blind reviewing

Improve reviewing process

Improve my research community

Portable Performance on Asymmetric Multicore Processors

Abstract

Technology constraints on power are steering chip manufacturers to build single-ISA Asymmetric Multicore Processors (AMPs) with big and small cores. To deliver on their energy efficiency potential, schedulers must consider core sensitivity, load balance, and the critical path. Applying these criteria effectively is challenging, especially for complex and non-scalable multithreaded applications. On the software front, managed program-

ready in the mobile market [23] and their reach is expected to include desktops and servers. We target desktop and server because their ecosystems are mature, with highly optimized VMs, benchmarks, and profiling systems. Extracting performance from AMP hardware is challenging and complicated by dynamism due to core frequency and voltage scaling, core defeaturing, simultaneous multithreading (SMT) resource contention, and competing applications. Application programmers cannot be required to manage this complexity.

Two of My Initiatives

1. **Double blind reviewing**
   Improve reviewing process
   Improve my research community

2. **DaCapo Research Project**
   Dynamic optimization & memory management
   Large 5 year ITR grant
   Faculty & students from 4+ Universities
   Built small research community

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Building New Programs

Identifying New Programs

Unique Capabilities

Compelling Problem

Urgency or Opportunity

New Program

SWOT Analysis

Strengths

What do you especially well?

Do you have unique people, facilities or expertise?

Weaknesses

What are you missing?

Opportunities

Funding calls

New people or hiring possibilities

Threats

Who else is doing this?

Are key players on board?

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Defining and Socializing a Vision

Top-down vision

What you're going to do and not going to do

Articular vision

Organize and adapt

Bottom-up capability assessment

How do the pieces fit together?

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Building your Team

Understand your own strengths

Complementary strengths

Avoid the "uninvite" scenario; be aware of budget constraints

Shore up your base before taking on detractors

Politics should not drive your decisions, but can't be ignored

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Examples

"Big Data" in DOE

- Defining turf
- Getting people on board
- Delegating!

Quantum computing

- Gathering experts
- Identify strengths
- Defining turf
- Finding a leader

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Exercise

Initiative Exercise – Pair Up

1. Define an objective
   New Curriculum, Research Project, Workshop, University center, etc.

2. Identify stake holders & team

3. What resources do you need? How will you obtain them?
   People, time, financial, staff, space

4. Anticipated obstacles? Strategies?

5. Exit strategy (if needed)

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NEGOTIATING SKILLS

Negotiating Skills

- Getting the resources you need
- Know what you want
    - Your Wildest Dreams
    - What you need
    - What you cannot succeed without
- Ask

Negotiating Styles

- Collaborating
- Competing
- Avoiding
- Compromising
- Accommodating

Tips

- Do your homework
- Ask questions
- Ask for clarification
- Use silence
- Don't take it personally
- Thank the other party

Failure

- Your managers are balancing multiple priorities

- Be cheerful, make the end result work

- Be patient, wait, try again later

- Let someone else take the lead

- Move on

Scenarios

1. Your project and responsibilities have grown. You need support staff to assist you. Negotiate with your supervisor.

2. Your supervisor asks you to take on a large new responsibility. You are already running at maximum capacity. Negotiate.

3. Report out

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Resources…Or Not

- The Only Negotiating Guide You'll Ever Need: 101 Ways to Win Every Time in Any Situation, Stark and Flaherty

- The Art of War, Sun Tzu

Resources

- Getting to Yes: Negotiating Agreement Without Giving In, Fisher and Ury
- How To Win Friends and Influence People, Dale Carnegie
- Practice the Art of Effective Negotiation, http://www.inc.com/articles/2000/10/20856.html
- Creating Win/Win Negotiations, http://www.inc.com/articles/1999/01/14527.html

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Notes

- See http://www.isixsigma.com/training/training-materials-aids/change-game-engaging-exercises-teach-change/ for 3 great exercises