



# CREATING OPPORTUNITIES FOR OTHERS IS THE ESSENCE OF LEADERSHIP & MANAGEMENT

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# DISCLOSURE

I have a competing financial interest. Some parts of this presentation may refer to the technologies used and the services provided by Odorcept LLC, a company in which I have an equity interest.



# ACHIEVING LEADERSHIP

- Frederick W. Taylor, father of Scientific Management
- Main Principle: Authority based on knowledge, not position or status





# ACHIEVING LEADERSHIP IN SCIENCE

- Strength of scientific achievements and knowledge
  - Reputation (build it, cherish it, protect it)
- Record of management success
  - Be diligent and responsible

# SCIENTIFIC ACHIEVEMENT

## **Cornelia (Cori) Bargmann**

President of Chan Zuckerberg Science  
Professor, Rockefeller University

Member, National Academy of Sciences  
2013 Breakthrough Prize in Life Sciences  
2012 Kavli Prize in Neuroscience  
2009 Richard Lounsberry Award  
1997 W. Alden Spencer Award  
1997 AChemS Young Investigator Award  
1992 Searle Scholar



You can read Cori's biography at:  
[www.kavliprize.org/sites/default/files/  
Cornelia\\_Bargmann\\_Biography.pdf](http://www.kavliprize.org/sites/default/files/Cornelia_Bargmann_Biography.pdf)

# A PERSONAL EXAMPLE



~ 600 members

2011 President

2004 Program Chair

2000 Young Investigator Award



# OPPORTUNITIES CREATED

- 2004 Program Chair: Largest AChemS meeting ever
  - Emphasis 1: Odorant Receptors, the largest gene family
  - Emphasis 2: Neural Regeneration
- 2011 President: Resolve meeting site controversies

# MANAGEMENT ACHIEVEMENT

## **Martin (Marty) Frank, Ph.D.**

1985 Executive Director, American Physiological Society

1983-85 Executive Service Candidate Development Program, DHHS

1984 Special Assistant, Public Health Service, Dept. of Health and Human Services (DHHS)

1978-85 Executive Secretary, Physiology Study Section, NIH

1975-78 Assistant Professor, George Washington University



You can read Marty's biography at:

<http://www.the-aps.org/mm/Membership/Living-History/frank>





~ 40,000 members

## A PERSONAL EXAMPLE

2006 – 2008 Chairman, Membership and Chapters Committee

Merger with Membership Committee to form Membership and Chapters Committee

2005 Chairman, Chapters Committee

2003 SfN Chapters Committee (Chapters are local SfN organizations)

1996 – 1998 Bluegrass Chapter of SfN Member-at-Large = Brain Awareness Week coordinator



~ 40,000 members

## OPPORTUNITIES CREATED

2005 Chairman, Chapters Committee

Vision: Increase International Chapter formation

2006 – 2008 Chairman, Membership and Chapters Committee

Vision: Create Postdoctoral membership level



# GROWING INTO LEADERSHIP

- Volunteer for things that truly interest you
  - To whom? Existing leaders and staff in the organization; other influential people
- Take opportunities to train for the leadership roles you want
  - Volunteer to help in ways that let you see what the leadership job is really like
  - Watch for leadership training programs
- Earn a reputation for fairness, and for selfless service
  - Exercise your empathy
  - Choose to join organizations where these values are the norm in their culture



# BEING THE LEADER

**Be engaged (and fulfill your responsibilities)**

**Goal: Esprit de corps  
(communicate rationale for your actions)**



# BEING THE LEADER

- Leadership usually involves a mix of 2 things:
  - Service: doing tasks that help others be productive and successful
  - Creativity: New approaches that increase efficiency or future prospects for success (Vision)
- Identify, select, protect, and reward the producers in your organization
- Promote diversity, it almost always contributes to success long-term
  - Inform yourself about differences among those you serve

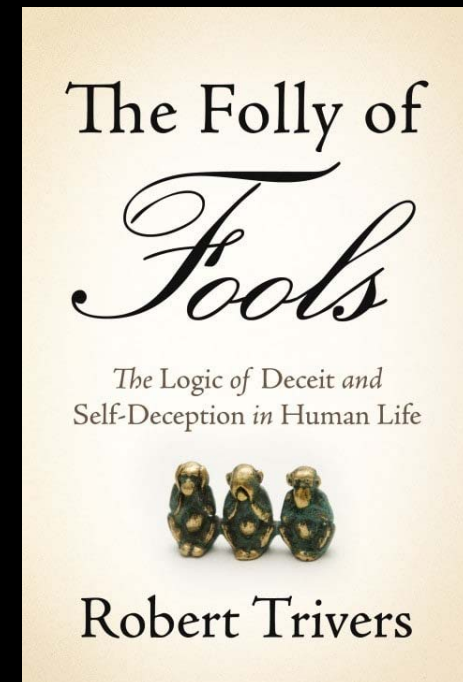
# VISION

. . . comes from seeing the big picture.



# CLARITY OF VISION

... is the absence of self-deception.





# ABSENCE OF VISION AND EMPATHY

. . . results in defeat and decay.





# BEING THE LEADER

- If you have staff, treat them fairly and well
  - “The boss can fire me, but my staff can make my daily life miserable”
- If you lose interest, get out.
  - No longer have a “vision” for your organization



BON VOYAGE AND GOOD LUCK!





## WHY ME?

- Executive Editor, *Chemical Senses*
- Vice Chair, Department of Physiology, UK
- President and Program Chair, Association for Chemoreception Sciences
- Chair, Membership and Chapters Committee, Society for Neuroscience
- Founder of Odorconcept, LLC