

Lessons Learned in Leadership and Management

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I think when I started my career, Dialectical Behavioral Therapy wasn't a thing yet. It was actually invented by Marsha Linehan at the University of Washington. I, I got so much out of out of her teachings. And I wish I would have known those earlier because it would have I really would have gotten into less conflicts, and I would have been able to resolve different problems much easier without rolling around in bed at night. And part of the items I just talked about, which is it's more important to be effective than to be right come from that or this idea of, I wish early in my career. I was willing to accept that another person's opinion. It didn't matter if it was right or wrong, I should have not been judging ideas by whether they're right or wrong, but what whether they're reasonable can a reasonable person hold this point of view, even if it's different from mine. And I think if I would have looked at people's, you know how reasonable they were, and kind of put that put that through a filter of they come to work to do a good job, I think I would have had a much easier first 10 years instead would have happened, I beat my head against the wall, you know, through a variety of experiences and had to learn experience experientially and read a lot of books until you can finally come to the conclusion that it's, it'd be a good idea to stop fighting and start collaborating, but doesn't mean you don't have to have, it really helps to have a stiff backbone and have guardrails for when things when this model of reasonableness doesn't fit, I mean, certain cup percent of people that work in a lab are not competent. And that has to be dealt with. And you know, maybe a percent are bullies. So you have to deal with that this model doesn't apply to them. That's a different model of having a strong backbone, you need that. But the idea of reasonableness and people coming to work to do a good job. That's actually that's the fundamental thing about a lab. And I wish I would have come to that conclusion and practiced it not just, you know, it's easy to say stuff, it's hard to do stuff. You know, you don't want to my daughter likes to say to me, Hey, Mike, don't talk about it. Be about it. And I think I would have been about something a lot earlier, you know, if I would have, you know, had these learnings earlier.