



## Leadership Discussion Guide: Resources Stretched Thinly

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You submit a proposal for your multi-site project and the system in place demands that you deliver what was promised but your budget is now cut in half. Now you realize that there is no possible way to deliver what is wanted with so few resources. What do you do?

### Decision Making Framework:

- 1) List the issues raised by the 2MC.
- 2) What rules or regulations apply to the situation?
- 3) What questions will help you open up the problem?
- 4) What resources could you use or consult to help you make a decision?
- 5) What are your options and how does each option affect others involved in the situation?
- 6) What would you do after considering all of these and in light of your own values?

#### Issues

Culture that is valuing results instead of quality

Is there a person you feel comfortable talking with that can get the resources you need?

Potential problems with cutting corners?

Do you have other options for work?

Is there an appeal process.

Are there political factors at play?

#### Resources

Campus and federal regulations

Research integrity officer on campus

Mentor

Colleagues

Parents

National ethics center website

#### Rules and Regulations

Federal research integrity regulations

University's regulations

#### Options

Give them as much as you can

Meet with people that have power to over rule the previous ruling

Wait and see

Talk to adviser or other trusted mentor





## Questions

What is your first worry?

Are you the first one that this has happen to? What did others do?

How much responsibility for the problem should you take?

What steps will you take to ensure that this does not happen again?

How would you go about talking to the person in charge of the system to remedy this?

How would you go about talking with your clients to keep communication lines open?

Do you have similar goals to a person in another lab that would allow you to use some of their resources in exchange for aid?

Who do you trust when needing advice?

What can you deliver?

How would this situation affect culture?

What are steps you can take to ensure that the team culture does not deteriorate?

If you were not in charge of this project how would you want your boss to handle a situation like this?

Can you get funding from somewhere else?

Is this a time where you are interested in looking for other places to work?

Is there any possibility that you could retreat to your Ph.D. lab to regroup?

## Takeaway Lessons:

### 1) Information Gathering

What changed that made the program and people willing to finance the project cut your budget. You would need more information before going forward

### 2) Seeking Resources

You may need advice before you take the next step. Are you on close enough terms with your Ph.D. advisor or any member of your committee to seek confidential advice from one person? Can your advisor get you more resources? Does your new camps have an ombudsperson who might be able to provide confidential advice?

### 3) Asking Questions

Once you have gathered the facts so you have a fuller sense of the situation, decide if your would still like to carry the project out. Warn leadership that they will not get the results they are wanting. If you find that there is a power play that you are in the middle of you may want to have someone else present when you speak with leadership to try to get more financial backing.

### 4) Follow the Rules for Having a Dispute Professionally

Before you have your conversation with leadership you should read and absorb the rules for having a dispute professionally.

## Next Steps:

This problem is a constant problem that most researches face at least once in their career. Your mentor should be able to help you think of ways to achieve what you need or document a well detailed list of what you can get done with the resources you have. Furthermore, they should be able to help coach you on how to approach hard conversations concerning how to talk to your boss on the topic of why you could not deliver what was expected.

