Recruiting and Retention Strategies for Technology Managers

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The chapter "Strategies for Managing Internal and External Constituencies" by Patricia Weeks[1] describes well the process of understanding the mission, strengths, and weaknesses of the technology transfer office. The broader message of the chapter is the importance of taking a customer service-based approach in managing technology transfer offices and engagements. The underlying basis for Weeks' perspective is the need for people who can provide thoughtful responses to all stakeholders, and her analysis provides a measuring stick for which to evaluate everyone's role as part of an organizational team and guidance as to what skills are required to be effective as part of a technology transfer office team. This same analysis can be used in identifying the necessary attributes and skills required of a new hire when recruiting technology transfer personnel.

Building from both Weeks' work and the recruitment experience of the WestLink Innovation Network's Technology Commercialization Internship Program, this chapter presents a number of recruitment and retention strategies particularly relevant to the business of technology transfer.

The WestLink Technology Commercialization Internship Program is a two-year government-sponsored[2] training initiative developed to build a greater regional pool of technology commercialization expertise. Interns are recruited from a wide range of disciplines, levels of experience, and geography with a goal to build a cohesive team despite the team members' varied working environments and experiences throughout their participation in the internship program. Individual interns are deployed to each of three different placement host environments—a technology transfer office, a venture capital firm, and a technology company. At the same time, the interns are brought together intermittently over the course of the program for targeted training and networking opportunities. Therefore,

each intern has both an independent and group experience. But this unique and shared experience quickly binds the entire cohort as a team of colleagues. The interns provide each other with extensive support in shared learning, expertise, and experience on an ongoing basis via e-mail and an internal discussion board. The key to this success is strongly, if not uniquely, correlated to recruitment of the appropriate candidates for the team, the organization, and the candidates themselves.

This chapter begins with a look at the importance of analyzing skills and attributes of current staff members and new recruits when adding to, or, as in the case of WestLink, building an entirely new team. The chapter then goes on to provide guidelines for successful recruiting, including developing the interview process, interviewing, and making the final hire. Finally, the discussion concludes with employee-retention strategies.

The Importance of Being Honest: Knowing Who You're Looking For

Whether expanding your office staff or replacing an existing employee—attracting new talent is an investment in the success of your team. Even one team member can radically change a group dynamic; that sudden burst of positive enthusiasm or drain of cynical sarcasm *does* impact the productivity and effectiveness of that team. When beginning the recruitment process, it is important first to take inventory of the team you have now. What is working well? What is not? Is there a role or skill set missing from your team that could improve productivity or effectiveness? Now is the time to look carefully at the specific skills, attributes, experience, and level of responsibility needed for the position. There really is much more to consider than a good resume!

For example, every candidate selected for the WestLink program is considered relative to the skill sets and attributes he or she will bring to the existing fifteen- to twenty-person team. Similar math can work for teams of all sizes, even small offices with two or three staff members. For smaller offices, people external to your office should be considered in evaluating the group dynamic, such as people from accounting or legal departments, senior management and external consultants, advisers, accountants, and lawyers. These people all play a significant role in how work is accomplished on a daily basis and, as a result, contribute to the team dynamic.

Differentiation Between Skills and Attributes for Effective Technology Transfer

Skills are knowledge-based, developed from work experience and formal education, such as negotiating, contract writing, and time management. Attributes are traits inherent to the person's character, such as being outgoing, logical, or risk-averse. Skills can be taught, developed, coached, or transferred. However, attributes, such as honesty and trust, are difficult to instill.[2] They are the attributes that can either enhance or derail a particular individual's skill set. For example, a candidate may have invested considerable time and effort in developing strong verbal negotiation skills, but if he or she is not empathetic, his or her ability to read nonverbal feedback is limited and, hence, so are his other verbal negotiation skills.

However, as human resource consultants Robert Hogan and Joyce Hogan have found, certain otherwise positive attributes under normal circumstances can become distorted under situations of high stress and become negative attributes.[3] The Hogan Development Survey, a psychometric evaluation tool developed by the Hogans, assesses a candidate's tendency toward career-limiting behaviors or interpersonal problems that are difficult to determine as part of an interview. For example, someone who is enthusiastic, confident, and diligent can become volatile, arrogant, or a perfectionist under stressful circumstances.[4] These are the attributes that will strongly influence how an individual will perform as part of a team environment—particularly one that is required to deliver results under time or other resource constraints.

Skills and Attributes: Building Blocks for an Effective Team

At WestLink, the interns work in isolation from each other: in separate companies, cities, and, in many cases, thousands of miles away coming together one to three times a year to participate in training and networking. Yet even in the absence of direct contact, they still feel like a team: they interact via e-mail for problem-solving and moral support on an ongoing basis. This team dynamic is highly important in how information is shared and attitudes about the program develop and permeate. Ultimately, the team dynamic plays a large role in each member's perceived value and satisfaction with his or her work experi-

ence with WestLink. In essence, it is those lunchtime and coffee-room breaks, the weekly staff meetings, and overall shared experience that truly form the basis of a team—which, in turn, impacts productivity and satisfaction levels of employees. In particular, building teams is critically important in making progress with the breadth of stakeholder groups common in technology transfer.

An effective team also needs specific roles to be filled: leaders, implementers, people who follow up, risk analysts, team builders, and even the antagonist. Without someone in each of these roles, a team loses its balance and becomes too heavily pulled in one direction. Teams with blind followers, teams with no leadership, or teams without implementers miss opportunities and achieve fewer accomplishments.

So, what does an effective team look like? A perfectly engineered team would include:

- *Team players,* at least 75 percent of the group's members should be able to work well in a team. A team can absorb only so many members with weak or poorly developed team-playing skills. People without good teamwork skills are calculated risks. Before hiring someone without these skills, ask yourself the following questions: What other redeeming characteristics or skills does he or she bring to the team? Will more experience improve his or her teamwork skills or is the problem more than a simple lack of practice that limits his or her teamwork skills?
- *At least one person who can be a logical, process-oriented thinker* to provide order and structure.
- *At least one person who sees the big picture,* solves problems strategically, and asks, where are we going with this?
- *At least one person who can be the antagonist.* Too many antagonists and they can gel into a poison pill for a team, but, in small numbers, they are highly adept at ensuring teams manage multiple stakeholder interests, encourage effective communication and conflict-management skills, manage risks, and build strong business cases.
- *One or two people who are eternal optimists* and prefer to manage conflict through compromise and coalition building. These team members are invaluable at moving the group past a deadlock or seemingly unresolved conflict.

- *At least one leader* and no more than three people who have natural and underdeveloped leadership abilities. These junior leaders should be encouraged to further develop their leadership skills by acting as backup to the team lead, leading smaller breakout groups that report back to the larger team, or taking responsibility for specific team deliverables or implementation tasks. There will be many on the team who do not have the time or interest to take on these extra initiatives, so place them with those with leadership interests who can create the most value from these opportunities. When possible, it is prudent to allow time and resources for leadership coaching for this same group to ensure the skills they develop are effective ones.

When evaluating your team, consider the following questions:

- Which of these roles do the people in your office play?
- What is the distribution or balance of these roles on your team?
- What makes your team strong, that is, how well do the members cooperate and pursue consensus decision making?
- What is the team's collective weakness, for example, when seeking consensus, does decision making take longer than it should?

The answers to these questions will provide important insight into the skills and attributes needed from a future recruit and should lead to the development of a specific description of qualities to be investigated through the interview process.

In addition to assessing the dynamic of the current team before recruiting, it's also useful to consider why there is an opening in the first place, especially if turnover is high. Figure 1 gives some examples of questions to ask to assess team dynamics and the reasons for employee attrition.

By conducting this analysis beforehand, it is possible to identify what specific skills and attributes would best complement your team. For example, you may determine that your team is working together relatively well and effectively, handles disagreements methodically, and, overall, delivers quality results on time. However, you realize that the recommendations from those results are not being implemented. What does that say about the team?

Figure 1: Examples of Questions to Assess Team Dynamics and Employee Attrition

Investigative Questions about Team Dynamics	Investigative Questions about Employee Attrition
Does the team work together?	What is the total cost of a lost employee in this organization—direct, indirect, and opportunity costs? Is there a difference in these costs between junior-level and senior-level employees?
Is the team effective at making decisions?	Is employee attrition becoming a problem?
Does the team have a shared goal or vision?	Was there an exit interview conducted or did the employee who is leaving provide informal feedback prior to his or her departure? If yes, what was discussed?
How is conflict managed by the team?	Has there been an employee satisfaction survey conducted in your office or as part of the wider organization? If yes, what were the results?
Which roles are missing from the team?	What has been implemented to reduce employee attrition?

Does the team have too many senior staff members who have brought value to the team but are not directly responsible for implementing results. Or is the team lacking members with project-implementation skills? One way to find out is to ask the team members some targeted questions regarding the limitations of the team.

Relevant Skills and Attributes for Effective Technology Transfer Personnel

Weeks provides a number of examples of the necessary skills and attributes required for effective technology transfer personnel in her chapter. Additionally, the WestLink Advisory and Selection Committee also has deliberated on the necessary skills and attributes required to be effective at technology transfer and commercialization. Based on these combined perspectives, the following section discusses some of those key attributes.

Communication

The single most important skill for a highly effective technology transfer professional is the ability to communicate well. On a daily basis, technology transfer professionals interface with internal stakeholders including researchers, administrators, students, and co-workers, as well as many external stakeholders in industry, government, sister institutions, and investor forums. The basis of the relationship between the technology transfer office and each of the stakeholder groups is unique and, as such, the content and style of communication must be adjusted accordingly. It is as much the ability to navigate the subtleties of style, delivery, and timing over technical prowess that allows the professional to effectively weave into each distinct corporate culture. Regular and customized communication in the interstitial time and space between significant milestones on a client project allows the technology transfer project manager to manage expectations, and, thereby, achieve positive outcomes.

Creativity

Marketing challenges, awkward deal structuring, negotiating impasses, or communication stalemates find their resolution with creative problem solvers. Creativity is an important skill in technology transfer as each technology has its own entirely unique features, route to market, and personalities.

Customer Service

Technology transfer offices provide a service to their research institutions or university community. As service providers, technology transfer staff must possess a basic understanding and embrace the fundamental principles of providing customer service. They should ask themselves: What service am I providing? Have I provided it well? Is my customer satisfied? People with a customer-service attitude view their professional relationships from this vantage point, but these skills are also easy to learn and can be influenced by a corporate culture that stresses that customers are important and they need to be treated that way.

Facilitation

Great negotiation and conflict-management skills find their roots in the ability to facilitate groups and broker new ideas. Good facilitators work to find common ground and ensure all perspectives are heard. They take an objective approach to collecting information from stakeholders and use a rational methodology to sort and process information as relevant, not relevant, or critical to support group decision making. A number of project-management tools provide guidelines for how to effectively organize information pertaining to a project. However, one of the more effective tools is SMART Project Management, developed by Frances Hartman.[5] In his publication, *Don't Park Your Brain Outside,* Hartman describes methodologies for capturing and organizing information effectively. The basic premise is that all information is welcome, but it is categorized as relevant (key to the issue at hand), critical (pivotal to the issue at hand), or parking lot (point of interest, but outside the scope of the current issue or project). These kinds of tools can be invaluable to systematically organizing the inputs and outputs of group communication work.

At WestLink, the internship program exists to develop catalysts for commercializing technology. The intern's success as a catalyst lies heavily with the intern's ability to facilitate. Facilitation skills are particularly valuable for professionals who need to gain support from stakeholders over whom they do not have direct authority. They need to earn their support through genuine collaboration.

Multitasking

In any given day, most technology transfer professionals can review ten project files, field twenty phone calls, and face countless interruptions. Switching tasks is part of daily life in a technology transfer office, and these professionals must demonstrate progress on a portfolio of client files that could surpass more than 100. Multitasking is not a simple skill set, so it's a good idea to carefully screen for this skill while interviewing potential employees.

Diplomacy

Diplomats have a notorious reputation for leading a life of exotic luxury—entertaining international guests with tall glasses of champagne on a moonlit terrace late into the

evening. In actuality, diplomats have the very difficult responsibility of advocating on behalf of their home nation in good times and in bad; bridging language, political, and cultural barriers; and becoming expert brokers of well-placed information. In many cases, these are important skills for technology transfer professionals as well. They need to be able to determine what and how much information should go to which stakeholders; deliver difficult messages in an honest but positive manner; be sensitive to the political and cultural context of the stakeholder; consider the potential agendas of everyone involved to understand motives and broker successful deals—all while maintaining the professional reputation of the office, university, or research institution.

Technical Expertise

Without question, technology transfer professionals who are knowledgeable and experienced gain credibility with researchers. However, an impressive academic background is only one of many assets people need to be successful in technology transfer. Only someone who has mastered many of the other skills—such as diplomacy and customer service—can truly capitalize on a strong academic background.

Teamwork

Successfully sharing responsibilities—essentially working as a team—requires someone with strong communication and project-management skills, the ability to compromise, a healthy respect for other viewpoints and work styles, and, ultimately, trust in his or her fellow team members to deliver on their obligations. In addition to working as a team with others in the office, technology transfer staff must also be able to coordinate researchers, industrial partners, and investors—a job that requires a basic understanding and appreciation for teamwork. After all, deals are not closed by individuals, but by a group of people brought together by a common goal—a team!

Figure 2: Summary of Beneficial Skills, Attributes, and Related Experience for Technology Transfer Professionals

Examples of Skills for Technology Managers	Examples of Associated Attributes	Examples of Related Experience
Communication	Outgoing, good listener, strong command of required languages (written and spoken), empathy	Has successfully communicated with multiple stakeholder groups
Creativity	Participates in extracurricular activities, independent, self-motivated	Has problem solved as part of a technical or project-based initiative
Customer service/salesmanship	Friendly, honest, invests in others, goal-oriented, perceptive	Has worked in customer service, in a sales environment (retail and restaurant experience count)
Facilitation	Patient, identifies objectives clearly, can role play, strong command of required languages	Has taken on leadership roles and led group decision making
Multitasking	Self-directed, able to prioritize	Has worked in an environment that required managing multiple priorities
Diplomacy/political acumen	Can role play, empathetic, good listener, strong command of required languages	Has formally represented a cause or organization through a transition, change, or challenge
Technical expertise	Analytical, active learner	Has education and applied experience in the required area of technical expertise
Teamwork skills	Cooperative, able to put the goals of team before personal agendas	Has worked in a team environment where the team members were jointly responsible for the deliverables

The Hiring Process: It All Begins with a Well-Defined Job Description

Once an investment has been made in identifying any gaps in the current team and determining the necessary skills and attributes necessary to fill those gaps, there will be enough background information to develop an appropriate job description. A job description should provide enough guidance that a qualified individual could reasonably walk away and begin working on that job. Job descriptions should be current and distinguish roles and responsibilities from one team member to another. The job description should also

describe the skills needed to fulfill the duties for the position. Invest time in developing the job description and seek input from other team members to ensure all the necessary responsibilities are included. Encourage existing staff to keep their job descriptions current, and include them as part of the discussion in annual performance reviews. This time investment will ensure a more accurate alignment between the job and the employee —current or prospective.[6] Examples of responsibilities included in the job descriptions of technology transfer personnel include the following:

- Meet with (specified industry) clients and conduct technical review of intellectual property.
- Manage client communications with... (list specific stakeholder groups and organizations).
- Communicate client-management process to clients and effectively manage their expectations in relation to those processes.
- Maintain and develop existing and new industry partnerships and relationships.

Developing the Interview Protocol

Given the list of necessary skills and attributes, it is then possible to develop appropriate interview questions to identify candidates' skills, attributes, and experiences in the specified areas. Begin by weighting each of the skill sets required for the position based on its importance. For example, those skills that are beneficial to the position or organization but not critical to immediate roles and responsibilities might get a 1. Skills that are important and, if not already well-developed, must be included in the training plan would get a 2; and, finally, those skills that are critical and mandatory to perform responsibilities of the position would get a 3. Then develop questions to assess each of those skill sets.

Questions should be open-ended and allow the candidate to demonstrate his or her abilities in the subject area. Develop questions that encourage the candidate to draw upon his or her experiences and accomplishments to demonstrate his or her capabilities. An example of a question like this might be: Tell us about a time when you had to communicate difficult news to a customer or client, what did you do to prepare yourself and what were the results? Develop at least one question for each of the skill sets deemed important for the position and, in some cases, two or three for critically important skill sets such as communication. Finally, test your questions to ensure they are easily understood and that the total number of questions does not exceed the overall time limit for the interview.

Conducting Interviews

Interview teams should consist of at least three people who come from different operational areas of the organization. Diversifying the interview team will bring different interpretations of the candidate and responses from each of the distinct vantage points. The net result is a more holistic review of the candidate. Allow time to brief the interview team beforehand on the job description for the position and the required skills and attributes, and make sure they are comfortable with the interview questions. Encourage the interview team to follow the protocol closely to ensure that each candidate has comparatively the same interview experience.

Interview Scoring

Create a scale for the interviewers to rank the candidates responses; for example, 5 to 0, with 5 being the ideal response and 0 indicating no knowledge or experience. (It is sometimes helpful to include overqualified people in the 0 response category if being overqualified means they would not thrive in the position.) Provide each interviewer with a scorecard for each candidate to collect and tally individual responses. A weighted score can be calculated for each response by multiplying the interviewer's ranking by the weight for that question that had been assigned earlier. These cumulated scores can be used to compare the responses of one candidate to another and as a general guideline and reminder of the interview team's perception of that candidate. (Tip: Don't include these weighting factors on the interview scorecards, keeping these weighting factors confidential from the interview panel will minimize interviewer bias.)

It is impossible to use interview scoring as an exact measuring tool as it does not represent a captured score of a possible finite total. Interview scores capture the interviewer's impression of the candidate, and many things, including time of day, temperature of the room, mental focus, or other factors, can influence that impression. Interviewing and selecting prospective employees is very much an art not a science. Despite the logical approach to guiding thought processes in recruiting and evaluating candidates, outcomes are always biased and measure moving targets. Some individuals consistently interview well, while others chronically poorly. In both cases, the interview itself may not be an effective indicator of on-the-job performance.[7]

Closing the Deal

Reference checks are often overlooked or seen as an unnecessary delay in the hiring process. However, without verifying the candidate's information, you are playing Russian Roulette—sometimes it will work out and sometimes it won't. However, it's only common sense that the provided references are people who will give the potential candidate a glowing reference, so have a say in who those references are. Ask for a reference from a particular organization on the candidate's resume or define a specific type of relationship such as a team member, senior executive, or maybe even someone the candidate fired. Be creative and take control of this process to ensure you receive the most accurate assessment of your potential hire.

Another great way to extract maximum value from reference checking is to ask tough questions of the references (while remaining friendly, of course.) If you can, build rapport with the reference and encourage him or her to share experiences. Develop open-ended questions, and ask specifically about the particular skill sets or attributes that are important to your position, for example: Tell me about a time when Bill had to manage an internal conflict and how he did it? Be open with the reference; explain that it is in the best interest of the candidate and the organization that a good match is made. Ask for his or her input on personal development or training program for the new recruit.

Once a decision has been made to hire a candidate, the final step is the letter of offer. Often employers assume this is a final offer and take offense to any efforts to negotiate terms, particularly for more junior positions. However, from another viewpoint, negotiation indicates that the candidate is seriously considering the investment he or she is making into your organization. Candidates who feel cheated walking through the door do not have a strong probability of success with that organization.

Self-screening is an important aspect of candidate selection. For positions with little flexibility on terms, it is worthwhile to ensure those terms are clearly communicated upfront with the candidate because many will find that the terms do not match well with their employment requirements. In that case, they have done the work for you by eliminating themselves from the competition.

Retention Strategies

After all the time and effort involved in finding the right person for your team, the last thing you want to see is a resignation notice. But, the reality is that 1 in 4 employees in the high-tech industry are looking for a new job.[8]

And retention issues are costly. Aside from the direct costs of advertising, recruiting, interviewing, and checking references, the indirect costs are much higher.[9] While the position is vacant, there is lost productivity, ongoing projects fall by the wayside, and stakeholder relationships erode. This loss of productivity continues while the new hire embarks on a steep learning curve to master the new position—a process that can take up to a year before productivity returns to normal levels. Not to mention the accumulated production loss of co-workers who spend their time bringing the new guy up to speed.

In a relationship-based industry such as technology transfer, severed relationships as a result of attrition present the greatest cost of all. For example, it can take many months to build a relationship of trust and respect with a researcher, and yet all it would take is one lost employee to bring that relationship to ground zero. Or worse, into a deficit as the researcher feels the importance of his or her work also has been eroded. Rebuilding trust and dialogue and establishing mutual respect take an investment that far surpasses the time needed to simply communicate project details.

Therefore, it makes financial sense to work toward reducing attrition by developing and maintaining positive work environments for employees. The following section provides an overview of the key factors that contribute to reducing attrition by creating a positive work environment.

Positive Work Environments

Creating a positive work environment will go a long way toward keeping attrition to a minimum. But creating a great place to work takes work. What follows are some of the basic components of a positive work environment.

Clearly Defined Roles and Responsibilities

As organizations change, the work that keeps them going also must change. Yet, too often, job descriptions are developed and then never revisited leaving new opportunities without champions and resources inappropriately allocated. On an annual basis, new projects or initiatives should be assessed relative to ongoing responsibilities with people, time, and dollars shifted accordingly.

Job Satisfaction

Employees need challenging and meaningful work. You've hired great people, now stand back and allow them to really shine. Job satisfaction comes from team members knowing their contributions matter and make a difference. It also comes from the opportunity to continually learn and enhance skills. Therefore, offer and encourage all employees—no matter which stage of their career they are in—to participate in workshops, seminars, and other training vehicles to keep them interested, engaged, and current. Challenge them and let them impress you and your clients!

Respect

Build a culture of mutual respect. Respect boundaries, time, commitments, workloads, differences, and contributions. This seems like common sense, but often, in the rush to get things done, are forgotten.

Equality and Fairness

With the increase in globalization and the use of the Internet, we are continually exposed to different cultures, value systems, and lifestyle philosophies. Learning to respect and accept these differences is an ongoing challenge. Workplaces are uniquely positioned to lead the charge in building environments that embrace equality and fairness as they very quickly realize the payback of a team that is working well. In addition, importing talent has become a key strategy for meeting workplace needs for highly qualified people; retaining them may yet prove to be the limiting factor as to the effectiveness of this strategy. Therefore, it's well-worth the investment to offer programs that support diversity such as cultural awareness, English as a second language, and conflict management. In addition,

develop, communicate, and implement equitable and fair promotion policies. Family-friendly policies, such as flextime and part-time schedules for both men and women, also go along way toward earning commitment from employees.

Effective Management

Another key retention strategy is to make sure that people in management positions are capable, strong leaders who empower their staff. Managers need to provide good guidance and build problem-solving skills in their employees because leaders who endorse mutual support and respect are the building blocks of effective teams. Above all, it is important that management teams lead by example and champion their employees.

Formalized Performance Reviews

Formalized performance reviews provide objective feedback and point employees to the areas where they can grow and develop. Performance reviews steer employees to future promotion opportunities and give them personalized goals they can work toward over the course of their daily activities. That makes their work just as much about them as the organization. The result is staff members who own their work, responsibilities, and outcomes.

Employee Satisfaction Surveys

Employee satisfaction surveys are a courageous journey for employers that are really serious about employee retention. They provide invaluable feedback on what is being done well and where the organization should focus attention for future initiatives, as well as a benchmark for future organizational growth—it is great to see the progress and results over time!

Training

High-tech sector skills expire quickly. New techniques, processes, and concepts are continually evolving, and no one is more aware of that than high-tech sector employees. They want the opportunity to continue to hone their skills, stay current, and contribute to their employers in an optimal fashion.

Performance-Based Incentives

Performance-based incentives acknowledge employee contributions. However, they should be well-thought-out and commensurate with the level of the contribution. Performance-based incentives can quickly lose their effectiveness without a well-designed program.

Closing Comments

Human resource management is an art, not a science. Nevertheless, managers need to take an integrated approach to human resource management by playing an active role in understanding what team resources are needed. Relying on an external resource to wholly perform recruitment activities, ignoring the context of the existing team, or glossing over the full range of the subtle characteristics employees need to do their jobs successfully can produce at best mediocre results—at worst, it can prove disastrous. As decision makers become more aware of team dynamics and how those observations can be used to improve recruitment results, they can effectively drive the recruitment process and guide contributions from external human resource personnel.

Even for the experienced recruiter, processes traditionally used to measure and evaluate people provide only part of the total picture. As human beings, by our very nature, we grow, change, and evolve over time in no predictable pathway with no formulated outcomes. There is no fail-safe formula or standard job description. Instead, it is really about building a team where the individual attributes and skill sets complement each other.

One of the most valuable lessons a manager can learn is to accept that there will always be intrinsic differences among and between staff members. Therefore, it comes down to the manager's ability to encourage mutual respect and facilitate teamwork to achieve high employee retention through conscious development of a rewarding and effective work environment.

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Notes

1. See Patricia Weeks, "Strategies for Managing Internal and External Constituencies," in *AUTM Technology Transfer Practice Manual,* 3rd ed. (Northbrook, IL: Association of University Technology Managers, 2006), Vol. 2, Pt. 1, Ch 3.
2. WestLink is funded by the federal and four provincial governments. Funding agents include Western Economic Diversification, Natural Science and Engineering Research Council, Government of Manitoba, Government of Saskatchewan, Government of Alberta, and the Government of British Columbia.
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