

Brief CV

PhD from VT – Entomology; focus in Insect Pathology

Government Scientists in Mississippi (5 years)

Pathogens for cotton insects

Scientist at Novozymes (14 years) –

- Insect pathogens as alternatives to chemicals insecticides –
- Wide range of experience over that time
- Currently project lead on a project of about 20 people



Intrinsic vs. Extrinsic Motivation



Everything you ever needed to know you learned in kindergarten



My Journey...and perhaps some useful perspectives

1. I got my PhD from the same professor I did undergraduate research with – value of personal relations

- 2. I proved myself for 5 years in a location that was far from my first choice early in my career willingness to sacrifice for your future self
- 3. I essentially gave up tenure on a gamble to move to industry primarily to keep my family happy work life balance
- 4. I've always done work that I believe is useful for some greater good self actualization



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My Leadership Style...and perhaps some useful perspectives

Managing Up vs. Managing Down



Appreciation and Empathy

Natural and Adapted Skills (yours and your team's)

Appendix (Details on my Path)

Position	Description	Decision to Take Position	Hindsight
PhD VT Entomology	Entomopathogenic Fungi (EPF) for African Desert Locust Control	Good relationship with major advisor. Interesting research and good cause. Well funded opportunity.	Good relationship with major professor. Not a specialist in insect pathology forced me to expand my network.
USDA-ARS, Research Entomologist (5 years)	Microbial biocontrol insect in the Mississippi Delta – focus on cotton, EPF, and areawide management	One of two jobs in insect pathology in the country. Had to say yes to MS before interviewing in OR	Not sure if my research would have ever been used – tough to get biocontrol in row crops. Would have been a very different experience for my family.
Professor position at a land grant university (0 years)	Heavily research focused position in insect pathology with little research support from U	Declined interview the summer I started at NZ.	Might have been a tough road getting enough grants to support that program. Might have missed a lot of weekends with my kids
Novozymes R&D (14 years)	Insect pathology focus. First with EPF (similar to PhD and ARS) and now with other microbial bioinsecticides	I had the equivalent of tenure that I was giving up which was transferable to other ARS positions. It was a tough decision due to potentially less security. Primarily motivated by family choice at the time.	Likely the greatest potential for my research to have impact. Believe I've grown more in this position than I would have in others. I honestly love what I do and B'burg is a great place to raise a family. Not sure all corporate positions would be the same experience, consider the culture.



Week 3 Reflection Activity

In a setting with a larger number of people (over 15), it can be difficult as the leader to find time to get to know all members of your team individually while you are managing a busy schedule. Brainstorm some methods that you could use to establish individual relationships with your team.

