Managing Research: The Cat-Herd's Toolkit

Merwyn Greenlick

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"Managing research is like herding cats. I first heard that statement 20 years ago in a session I was leading at an advanced management training program that I had established. Those words were a challenge to me to develop a tool-kit to help research managers do their jobs. Most research leaders don't get those jobs because they are proven managers; they get them because they are great researchers. This book is for you, my fellow cat-herds, wandering around out there in the research management pastures. Those cats can be successfully herded." -Merwyn "Mitch" Greenlick Merwyn "Mitch" Greenlick has produced a book that is as unusual as it is stimulating. Managing Research: The Cat-Herd's Toolkit is both an e-mail epistolary novel and a discourse on managing professionals in complex organizations. Each chapter of the novel serves as case material for the discursive material that follows. Taken together, they provide the research manager with explicit instructions on how to develop and manage a research culture that will lead to organizational success. Greenlick has spent decades as a successful health services researcher and research manager. He brings to this tale insights from his life experience, his leadership perspectives, some management stories, and a good deal of wisdom accumulated over a 50-year career. In 1964 Greenlick became the founding director of the Kaiser Permanente Center for Health Research in Portland, Oregon. He served in that role for more than 30 years and in 1980 became vice-president (Research) of Kaiser Foundations Hospitals. During that time he created the Training Institute for Research Management and its Advanced Management Training program. He has also served as professor and chair of Public Health and Preventive Medicine in the School of Medicine at Oregon Health & Sciences University. For the past 10 years he has been a member of the Oregon House of Representatives.

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