

# Herding Cats

Being advice to aspiring academic and research leaders

*“Herding Cats is.... a ‘must read’ for all academic and research leaders – before and after they take up these positions...The book is full of extraordinary insights... it should not be read once, but again and again, since the strategic guidance it provides is so invaluable.”*

**Dr Ramesh Mashelkar, FRS, formerly Director General, Council of Scientific & Industrial Research, CSIR, India, and presently President of the Global Research Alliance**

*“This short book is lively, good fun but full of wisdom, eminently readable, great common sense and filled with really good quotes... it provides a useful roadmap for any leader embarking on this tough enterprise.”*

**Sir Gustav Nossal, FRS, The University of Melbourne, Australia**

## ABOUT THE BOOK

Management texts are anathema to most academics and researchers. This is clearly recognized by Geoff Garrett and Graeme Davies who have followed a very different route in describing their experiences, gleaned over their shared 40-year professional journey around the ‘business’ of leading and managing in academic and research institutions.

‘Herding cats’ is the appropriate metaphor – “If you have to try to coordinate a very difficult situation, when people want to do very different things, you’re herding cats.”

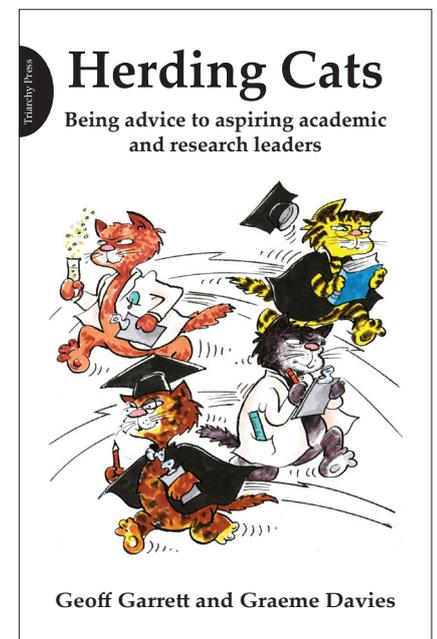
- **“They talk back”**
- **“They like to lead but they don’t like being led”**
- **“When the decision is made, that seems to signal the starting gun for the debate to start in earnest!”**

...These are common complaints from leaders challenged with managing highly educated, dedicated, opinionated, argumentative academic and research professionals: women and men of high intellectual ability who pride themselves on their skill in thinking and acting creatively – and independently.

And succeeding in the complex, conservative, often Machiavellian world of academia and research is fraught with sophisticated opposition and risk – both personal and institutional.

Tapping in, also, to the wisdom of 50 colleagues and friends around the world, *Herding Cats* provides pointers that will be positively helpful to aspiring and practising leaders alike, for example:

- **understanding the culture, and conflict**
- **managing the people**
- **making the tough strategic choices and setting (big) goals**
- **leading change effectively**
- **getting out of the way**
- **allocating resources and managing the cash**
- **focusing (obsessively) on effective implementation**
- **the all-important ‘communication, communication, communication’.**



## THE AUTHORS...



An academic for 13 years, Dr Geoff Garrett has led two of the world's major national research institutions, CSIR in South Africa (1995-2000) and CSIRO in Australia (2001-2008). A former South African 'Engineer of the Year' (1999), he is a recipient of the Centenary Medal for service to Australian society through science, and in June 2008 he was appointed as an Officer of the Order of Australia (AO) in the Queen's Birthday Honours List.



Sir Graeme Davies has had the singular honour of leading three major universities in the UK – Liverpool, Glasgow and, currently, London. A New Zealand educated materials engineer, with 16 years as a distinguished academic at Cambridge University, he was instrumental in creating the Higher Education Funding Council for England as Chief Executive from 1991 until 1995. He was awarded a knighthood in the Queen's January 1996 Honours List.

## MORE FEEDBACK ABOUT *HERDING CATS*...

**"This manuscript is the first I've seen with instructions for use. I am most impressed by the insights gathered. While an evening across the table from a wise man may be better than a month of study, it takes two to make a conversation worthwhile. The authors of this volume have proved great conversationalists, generously attributing wisdom to those they interview when it is the questions asked, and the integration of the answers, that makes this work so intriguing and worthwhile."**

**Professor Glyn Davis, Vice-Chancellor, University of Melbourne, Australia**

**"Not only did I enjoy *Herding Cats* – I laughed out loud at how true it is. Cats indeed. I also enjoyed the novel format: succinct, engaging, and easy to comprehend. Great job ... It is the Strunk and White of academic management."**

**Dr Curtis Carlson, Chief Executive, SRI International, Menlo Park, USA**

**"I loved *Herding Cats* – the 12 Cs are a terrific organizing principle; the manuscript is exuberant which is a great achievement as sometimes the topic can be disheartening for people setting out – the authors have managed to make it extremely lively and fun. A wonderful read."**

**Professor Mandy Thomas, Pro Vice Chancellor, Australian National University**

**"This book is great!! ... It makes great common sense and is good reading for a broad spectrum of people – not only academics. Lots of wisdom ... I think King Solomon could not have done a better job."**

**Dr Stephen Akers, Consultant, Mollis, Switzerland**

**"A nice piece of valuable thinking! This book should reach all leaders and managers in academia!"**

**Dr Erkki Leppavuori, President and CEO, VTT Technical Research Centre, Finland**

**"What a wonderful read! This book deserves to be on the coffee table in the office of all Vice Chancellors and other leaders in Higher Education and Research institutions around the world."**

**Dr Ian Steadman, Director of Development, Oxford Brookes University, UK**

## ORDERING INFORMATION...

***Herding Cats* is published in paperback by Triarchy Press ~ 16 August 2010 ~ RRP £15.00**

**More info at [www.triarchypress.com/herding\\_cats](http://www.triarchypress.com/herding_cats) including a pre-publication\* offer of £13.50**

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