

Doctoral Student Consortium - International Management Division
2004 Academy of Management
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“Balancing Research, Teaching, Service and Everything Else...”

FIFTEEN TIPS ON THE BALANCING ACT
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1. Stress is always a problem. Learn how to take care of yourself first (exercise/timeouts) and you'll have more time and energy left for others.
2. Join a posse (Wilbur Chung's idea). Find a support group of similar-aged colleagues (not necessarily at your institution). A career is like swimming – it's better if you don't swim alone.
3. Have a three-year time horizon. Chart your goals (research, teaching, professional, family and personal) and benchmark them with your institution and your posse members.
4. Don't over fill your calendar. Leave room for unexpected events and opportunities. Don't spread yourself too thinly.
5. Things come in waves – both good and bad. Be ready to roll with events you cannot control. Learn to celebrate the good and uneventful times.
6. Mentors help. Selection of a PhD supervisor is one of the most important mentoring decisions you will make. After graduation, maintain and build that relationship. Find additional mentors, e.g. a senior faculty member in your department, another elsewhere. Mentors are role models and coaches; they can push you and provide reality checks.
7. Be effective. Learn the difference between efficiency (getting the job done *right*) and effectiveness (getting the *right* job done). Recognize the tradeoff.
8. After graduation choose a home that fits you. Find a university (undergraduate liberal arts colleges, MBA schools, PhD programs and flagship institutions) and a locational home base (small town, big city) that fit you and your family's future goals and lifestyle. Fit matters.
9. Reputation matters. Your word should be your bond. If you make a commitment honor it. Engage only in ethical behavior.
10. Sensitivity and respect for others go a long way. Try to be sensitive to others (walk a bit in their shoes). Exercise tolerance and respect for diversity (nationality/gender/race/religion).
11. Pay it forward Be a good colleague (helpful, volunteer) - *but* choose how to expend your energy and time wisely (don't overload on committee work). Don't be “high maintenance”.
12. Grab the brass ring. If a big unexpected opportunity comes around – and it likely will at least a few times over your career -- take it. Stretching is good.
13. Women have a more difficult balancing act than men (yes, it's still true).
 - a. Dual careers: Who comes first – his or mine?
 - b. Mommy track: To have or not have children; when to have them vis a vis the tenure clock; raising children, running a household and working fulltime
 - c. Tenure track: How to be taken seriously; exercising more voice without being seen as high maintenance; finding good mentors and learning to network; being a good colleague but avoiding committee overload, getting tenured and promoted without getting divorced, facing the glass ceiling.
14. Learn to satisfice, not maximize. Recognize that you are NEVER going to be “caught up”.
15. What do you want to be remembered for? Make sure you get those things done. Don't let the immediate drive out the important.