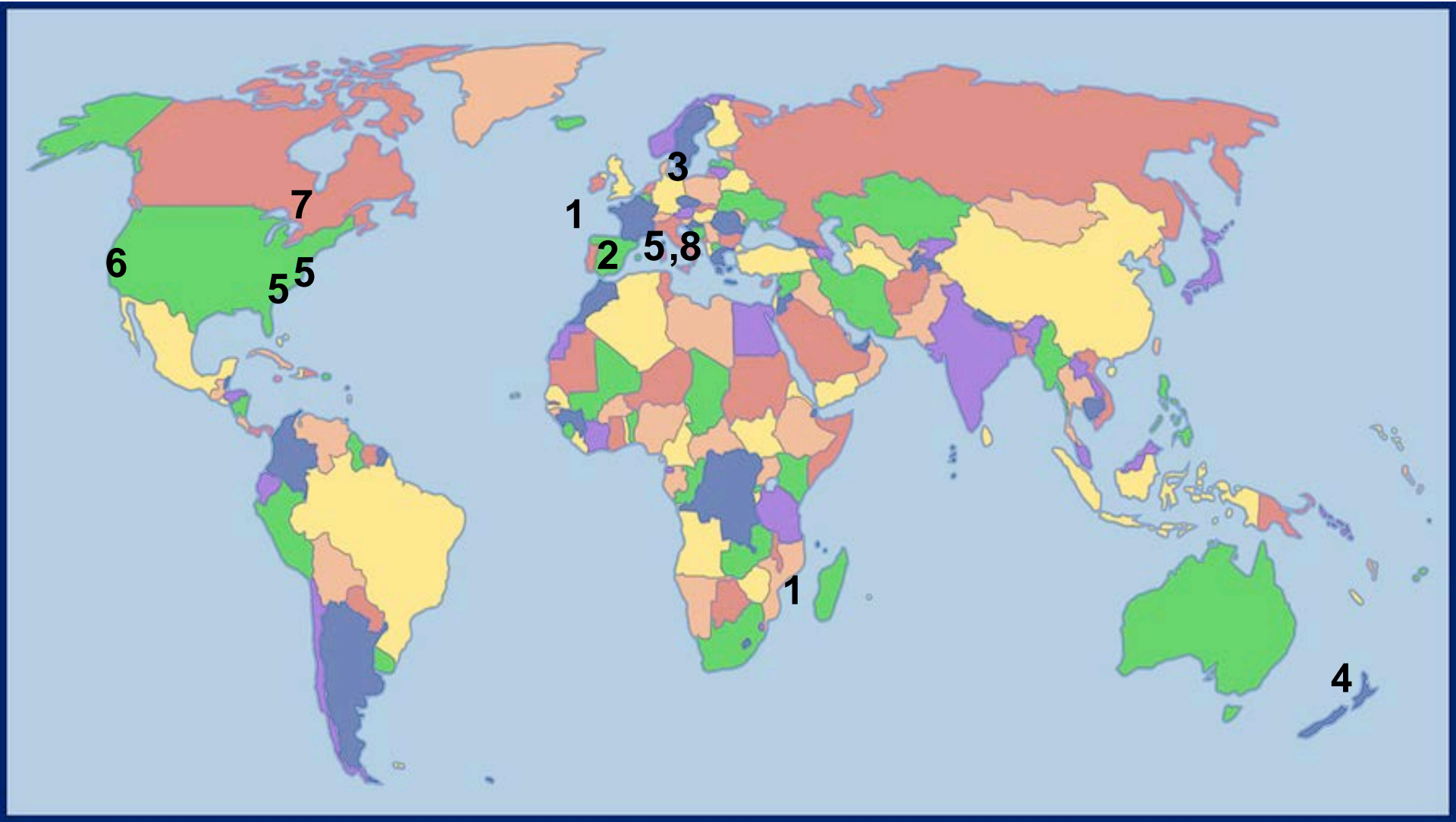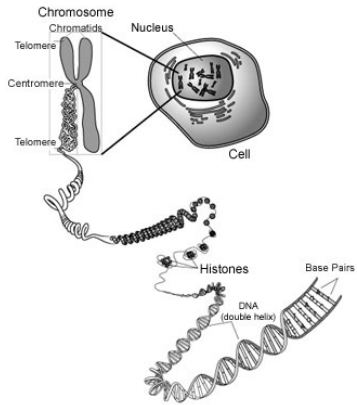1 – Mozambique & Galicia (Spain)

2 – UC Madrid (Spain): BSc (99)

3 – Copenhagen Univ (DK): MSc (04)

4 – AWC Massey (NZ): post-grad (05)

5 – U Barcelona (Spain): PhD (06)

6 – Stanford (Trumpland): postdoc (11)

7 – U Toronto (CAN): postdoc (11)

8 – CRG (Spain): Group Leader (14)
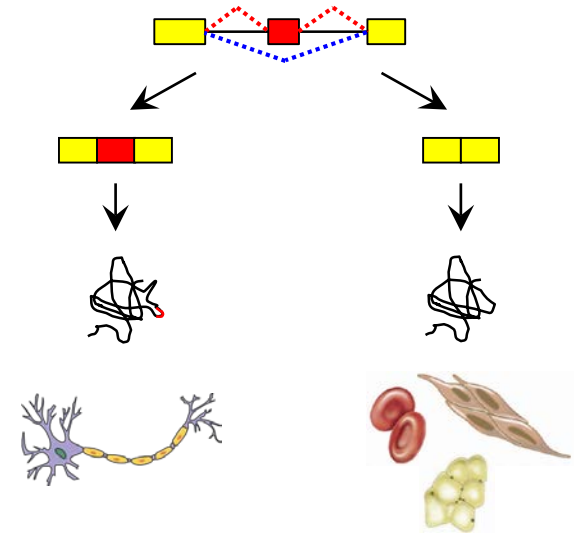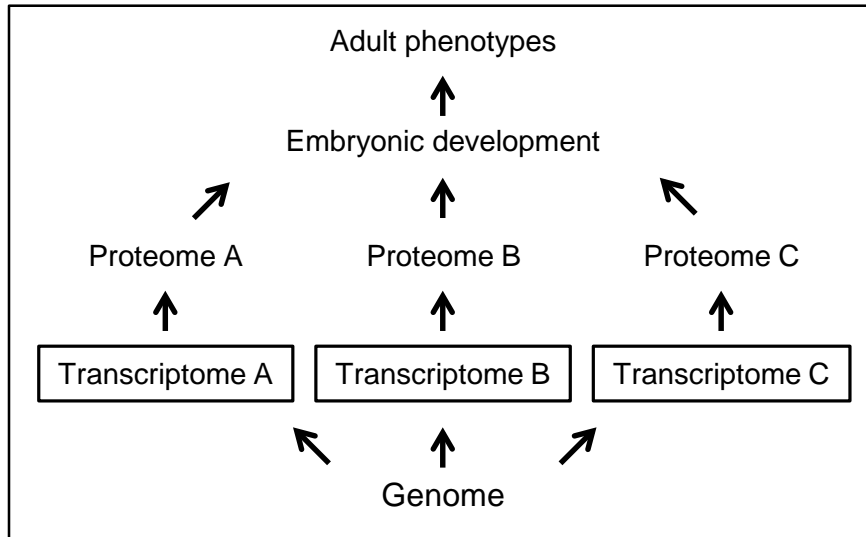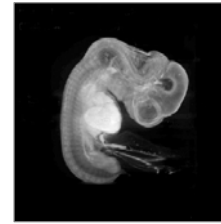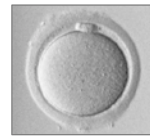
Transcriptomics of vertebrate development and evolution

Genome ➡ **Early Development** ➡ **Nervous System**

Relevant milestones on «my way from project leader to research leader»

PhD Univ. Barcelona (+ pre-PhD + Postdoc Stanford; 7 years):

- Diverse (even disperse) scientific experiences as PhD.

- Always fully independent.

- Handled many (relatively small) projects at the same time.

- Many collaborations as coordinator.

Postdoc U. Toronto (3 years):

- Very involved PI, but he respected me and my research.

- Bioinformatician for nearly all projects in the lab.

- A lot of contact with students and collaborators.

- BIG PI and BIG papers. Very different way to do science from what I was used.

Group leader CRG (accepted Feb 14; started June 14):

- Even before it started, I could participate in the PhD call: 2 PhD students starting Sept 14 (Bioinformaticians).

- Application to ERC in March 14; invitation for interview in summer.

- Good core funding: immediate hiring of a lab manager.
  - Highly trusted person (friend): management of finances.

- *Crazy fall*: doing revisions of my main paper as postdoc, applying to the Spanish grant, preparing ERC interview (within 1 month).

- All worked out well. Lot of funding, lots of responsibilities with agencies...

Relevant milestones on «my way from project leader to research leader»

- Jan 15: Two more students (somewhat accidentally): wet-lab.
  - Two postdocs (one a very trustable old friend & her partner).
- More hiring... full lab pretty soon (early 2016, 13 people):
  - **Early dev**: 2 postdocs (wet), 1 PhD student (wet), 1 PhD student (bioinfo)
  - **Neural**: 1 postdoc (wet), 1 postdoc (bioinfo), 1 PhD students (wet), 1 PhD student (bioinfo), 1 PhD student (mixed).
  - **General**: 1 lab manager (wet), 1 computer expert (bioinfo)
- Recently "Forbidden to hire"... (cell culture tech).
- Other applications:
  - HFSPO-CDA 2015: rejected (9 out of 8)
  - HHMI: waiting; MoD, etc: waiting
  - ITN as partner: Starts 2017

- **What went well?**

- **What were the obstacles/problems?**

The most important actions to good research management

PEOPLE (Hiring, management of multiple personalities, etc).

LAB PHILOSOPHY (Atmosphere and productivity)

TIME MANAGEMENT (setting priorities)

RESOURCES (how to get them, and how to efficiently manage them)

PEOPLE MANAGEMENT

HIRING (the single most important thing? success depends on it)

- Small vs large group? (are you able to multitask?)

- Wait for the best people or start having a group soon? (pressure to get projects done and papers published)

- Hire friends? People you can trust vs future personal problems?

- Mistakes in hiring (impossible not to make them? the + & -).

PERSONALITY MANAGMENT

- From a scientist to a psychologist: Likely the single thing on which I spend the most time.

- How to maximize each person's skills and minimize their risks.

- Personal responsibility vs pushy boss?

- How to make difficult conversations easy (conflicts; Andre).

LAB PHILOSOPHY

-   How would you want your group to be? Highly collaborative? Highly efficient? Very focused? (enhance fun or productivity?)

-   How to make people interact? (I make them interdependent)

    -   Co-first author projects vs individual projects: what is more efficient?

-   Develop a clear project with a long-term vision.

-   How to handle the relationship with your former supervisor.

-   Always have a good attitude (you're not like everyone else in your lab).

TIME MANAGEMENT

- How to set priorities? What is more important: applying for grants, writing papers, guiding students/postdocs, service to department/community?

- Become a CEO? Or keep doing work yourself?

- "A PI is a juggler" (my postdoc supervisor). Multitasking is one of the most important assets.

- Collaborations: when to say NO? How useful are they? Directly vs indirectly?

- Slow process; much time before you're productive as a lab (much less than as postdoc)

- Hard to get post-docs & easy to get good PhD students (not my case)