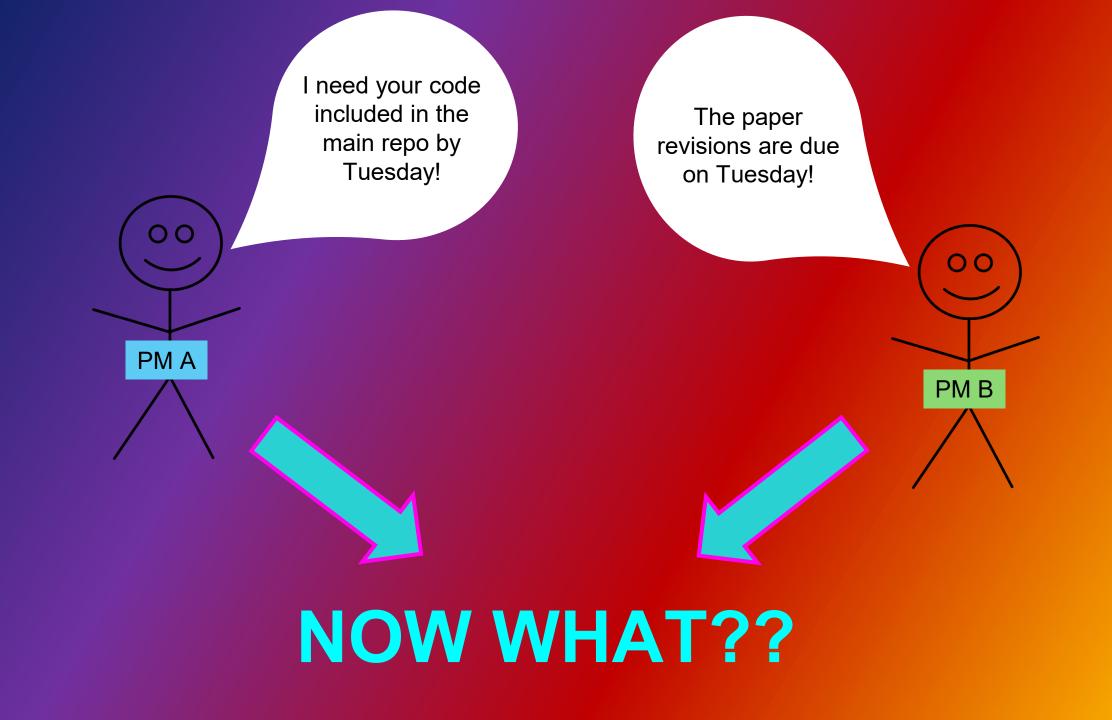
Good Communication and Setting Expectations

Leslie Lamarche SRI International June 27, 2025

The Importance of Saying NO

Research Workplace Environment

- As scientific researchers/engineers/ect, you will likely have many demands on your time
 - Working on multiple projects simultaneously
 - Reporting to multiple people
 - Balancing successfully performing your current awards with getting new money
- Learning to balance all of these disparate and often contradictory demands is as critical skill to learn



Setting Realistic Expectations

- Try to understand what YOU can do (preferably only in working hours)
- This will likely vary depending on your familiarity with the particular topic or technology
- Always account for more time when learning something new
- Communicate these limitations clearly to your manager(s)
- Work with your manager(s) to determine how to prioritize your time

What to tell your Project Manager

- Project managers are responsible for balancing the timeline, cost, and staffing on a project
- You are responsible for accurately communicating to your manager what is possible with the allocated resources (usually time and/or staff) or what resources would be required to do the task
- Give your best estimate when the task is assigned
- Update that estimate as you learn more about the task and run into problems

You are not a robot or magician.

You cannot perform the impossible.

Trying to for too long WILL result in abysmal failure.