

# Recruiting and Retention Strategies for Technology Managers

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The chapter “Strategies for Managing Internal and External Constituencies” by Patricia Weeks<sup>1</sup> describes well the process of understanding the mission, strengths, and weaknesses of the technology transfer office. The broader message of the chapter is the importance of taking a customer service-based approach in managing technology transfer offices and engagements. The underlying basis for Weeks’ perspective is the need for people who can provide thoughtful responses to all stakeholders, and her analysis provides a measuring stick for which to evaluate everyone’s role as part of an organizational team and guidance as to what skills are required to be effective as part of a technology transfer office team. This same analysis can be used in identifying the necessary attributes and skills required of a new hire when recruiting technology transfer personnel.

Building from both Weeks’ work and the recruitment experience of the WestLink Innovation Network’s Technology Commercialization Internship Program, this chapter presents a number of recruitment and retention strategies particularly relevant to the business of technology transfer.

The WestLink Technology Commercialization Internship Program is a two-year government-sponsored<sup>2</sup> training initiative developed to build a greater regional pool of technology commercialization expertise. Interns are recruited from a wide range of disciplines, levels of experience, and geography with a goal to build a cohesive team despite the team members’ varied working environments and experiences throughout

their participation in the internship program. Individual interns are deployed to each of three different placement host environments—a technology transfer office, a venture capital firm, and a technology company. At the same time, the interns are brought together intermittently over the course of the program for targeted training and networking opportunities.