

# Leading Science Teams

*A workshop for scientists, researchers and research managers*

'Over the past 50 years science has increasingly been done by groups of scientists with complementary or overlapping skills. Although the era of the scientist as individual practitioner is by no means past, it is clear that more and more of the dollars spent on scientific research are spent on projects involving groups or teams of scientists.

A recent NIH conference on "Catalyzing Team Science" speaks to the importance of teamwork in the life sciences. More and more graduate programs attempt to impart communication and other "meta" scientific skills to their students.

To say that science has become a social occupation is not to say that scientists themselves have become social creatures or even that they should if they're not already. Increasing the size of groups adds scientific skills, expertise, and sometimes simply more hands to do the work. In practice however, the accessibility of member's skills and information to the group depends on how well the member scientists relate to one another. In the worst cases, information and expertise is shared selectively or not at all, data are hoarded like a scarce currency and team members lie in wait for the most public opportunities to demonstrate superior knowledge. More often than not, science managers and leaders fail to recognize or deal with such behaviors, much to the detriment of the group or organization."

Excerpted from "Lab Dynamics: Management Skills for Scientists" C.M. Cohen and S.L. Cohen, Cold Spring Harbor Press, 2005

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## The Workshop

Scientists in both academia and industry often work as part of a team but are rewarded and advanced based on individual accomplishments. The disconnect between the need for teamwork and the need for individual recognition can diminish collaboration and hamper progress. *In this solution-focused, half-day workshop you will learn how help scientists contribute optimally to team efforts and how to recognize and counteract the most common impediments to team effectiveness.* You will learn:

- What makes science teams effective and what hampers their progress.
- What motivates scientists in a group or team setting
- The ten essential tools of science team leadership
- Leader qualities that hamper team performance
- How paying attention to the global team environment - individuals, yourself and the group as a whole - allows you to improve group performance
- How to evaluate leadership potential

This is a highly interactive workshop using case studies and examples from the world of scientific research in academia, the biotechnology and pharmaceutical industries. Interactive discussion and role playing will allow participants to experience and practice specific techniques. Case studies and examples can be customized to reflect the specific circumstances of the host organization or sponsor.

## Target Audience

This workshop is intended for scientists in managerial or leadership positions who seek to get the best out of their teams.

## Workshop Leader



**Carl M. Cohen, Ph.D.** is President of Science Management Associates ([www.sciencema.com](http://www.sciencema.com)) and has more than 30 years of biomedical research and management expertise, including having been Chief Operating Officer of Biovest International focused on cancer immunotherapy and Vice President for Research and Development at Creative BioMolecules. Carl served as Chief of the Division of Cellular and Molecular

Biology and Acting Chair of the Department of Biomedical Research at St. Elizabeth's Medical Center of Boston. During that same period he also held the positions of Professor of Medicine and Professor of Anatomy and Cellular Biology at Tufts University School of Medicine. Carl received his Ph.D. in Physics from Harvard University.

Along with his wife Suzanne, a psychologist and psychotherapist, Carl is author of the popular book "**Lab Dynamics: Management Skills for Scientists**" Cold Spring Harbor Laboratory Press, 2005, now in its second printing.