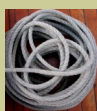


# Management Skills for Scientists

## Four-part “Boot Camp”

### *Human Resource and Learning and Development professionals:*

Are your scientists frustrated by trainers who have no understanding of the world of science and how science is done? Look no further. These workshops have been created and are run by an experienced scientist with a deep background in academic research and in the biotech and pharma industries.



SCIENCE  
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Leadership and management skills are key factors in the success of scientific teams.

We provide proven, hands-on leadership and management training tailored specifically for scientists.

Science Management Associates is proud to be featured in recent commentaries in *Science*, *Nature* and *Lab Manager*.



"(Dr. Carl M. Cohen) qualifies as the de facto godfather of teaching EI (emotional intelligence) to scientists." F. Key Kidder, writing in the Sept. 2016 issue of "Lab Manager" magazine: "For Managers, Emotional Intelligence Trumps IQ."

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This four-part workshop is specifically designed for scientists having or preparing for supervisory or leadership roles. It is especially useful for Postdocs who are seeking or about to seek a professional position in academia or industry.

The workshops are based upon Dr. Carl M. Cohen's popular book "*Lab Dynamics: Management and Leadership Skills for Scientists*," and distill the key lessons for managing and leading a scientific team or group and for dealing with challenging situations and people in the scientific workplace. These are not generic workshops – they are specifically focused on situations that scientists face every day — discussing data, negotiating budgets or project plans, receiving and giving scientific criticism and dealing with interpersonal conflicts in the lab.

**Session 1: Difficult conversations and interactions in the science workplace: The fundamentals of negotiation.** *Practical approaches to managing conflict in the research workplace.* You will learn how to turn disagreements into productive problem solving exercises and how to manage difficult behaviors including win/lose, hostile, and passive-aggressive personalities. Examples and case studies are real-world situations that research scientists encounter every day.

**Session 2: Leading productive scientific team and project meetings.** *The key elements of productive and interactive team or project meetings in the science workplace.* You will learn what makes scientific meetings work, and what can hamper their usefulness. You will practice helping a group through the key stages of decision making, and will learn how to identify and counteract the most common impediments to effective meetings.

**Session 3: Hiring and retaining your science team: Interviewing, selecting and orienting scientists and technical staff.** How to organize the selection and hiring process so that you get the data you need to make informed hiring decisions. You will learn why over-reliance on selecting for technical qualifications can lead you to make poor hiring decisions and will use a simple question-based approach to assess a candidate's all-important "personal characteristics," such as their ability to hear and use feedback, to navigate setbacks and adversity, and to manage disagreements and conflict.

**Session 4: Managing your science team: Setting goals, giving feedback and evaluating scientists.** You will learn how to set meaningful goals for scientists, how to give effective and useful feedback and how to conduct performance reviews that help keep projects and people on track. The workshop is structured as three instructional modules (goal setting, feedback and performance reviews) followed by team exercises in which participants will practice using the tools provided.

All workshops are highly interactive using 'learning by doing' and make extensive use of role-playing and team exercises. Learn more at [www.sciencema.com](http://www.sciencema.com).

### Workshop Leader

Carl M. Cohen, Ph.D., President of Science Management Associates, provides coaching, consultation and training to scientists and science executives in both the public and private sectors. Carl has more than 30 years of biomedical research and management experience, including 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 and was Professor of Medicine and Professor of Anatomy and Cellular Biology at Tufts University School of Medicine. Along with his wife Suzanne, L. Cohen, Ed.D., a psychologist, Carl is co-author of "*Lab Dynamics: Management and Leadership Skills for Scientists*" Cold Spring Harbor Laboratory Press, 3rd Ed. 2018. Carl is the founding Director of the Cold Spring Harbor Laboratory workshop on **Leadership in Bioscience**, which he has run since 2011.

