

# A Day of Lab Dynamics: Essential Skills for Scientists, Managers and Leaders

## Comments from recent workshop participants:

"The workshop was put together extremely well - insightful, clear and concise. The role playing exercises were a great way to keep the audience involved." Post-doc.

"I found it extremely useful because it gave names to problems I have and gave me tools to use in those situations." Post-doc.

"The examples of situations are nearly exactly what occurs in my lab." Faculty member.

"The focus is mainly on scientists and science managers. Carl having been through these makes it more personal and relevant!" Pharma. Scientist

"Absolutely useful! Gave me a lot to think about regarding my communication and leadership styles. I think Carl's tips will benefit me both personally and professionally." Post-doc.

"Useful because this workshop was 100% focused on scientists. Everything was related to scientists and their environment." Biotech Manager

"The workshop made me think about new ways of dealing with people, which will make the lab team more collaborative" Post-doc.

"This was useful because of Dr. Cohen's examples and modeling of behaviors. I found it useful to watch someone be the kind of lab manager I'd like to be" Post-doc.

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## The Workshop

This is a highly interactive day long workshop based upon Dr Cohen's popular book "Lab Dynamics: Management and Leadership Skills for Scientists." The workshop distills selected lessons from "Lab Dynamics" for managing and leading a scientific team or group and for dealing with challenging situations and people in the scientific workplace. This is not a generic workshop – it is specifically focused on interactions which scientists have 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: Fundamentals of negotiation.** *You will learn a set of practical approaches to managing difficult conversations and conflict in the research workplace.* You will learn how to turn disagreements into productive problem solving exercises. Examples and case studies will be real-world situations that research scientists encounter every day. We will explore the impediments to successful management of these situations and will learn how our own personalities and behaviors influence our ability to perform effectively under stress.

**Session 2:** Select one of the following workshops:

- **Leading productive scientific team and project meetings.** *You will learn and practice the key elements of productive and interactive team or project meetings in the science workplace.*
- **Hiring and Retaining Your Science Team: Interviewing, Selecting and Orienting Scientists, Technical Staff and Managers.** *A data-based approach to identifying, interviewing and hiring the best people for your science team. Or*
- **Managing your science team. Setting goals, giving feedback, and evaluating scientists.** *Learn how to motivate scientists by setting meaningful goals, giving feedback that they can use and providing clarity on your performance expectations.*

## Workshop leader



Carl M. Cohen, Ph.D., is President of Science Management Associates. Carl provides coaching, consultation and training in interpersonal, group and organizational skills to scientists and science executives in both the public and private sectors. Carl 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. Along with his wife Suzanne, L. Cohen, Ed.D., a psychologist, Carl is 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. Carl received his Ph.D. in Physics (Biophysics Research) from Harvard University.