

Leadership in Bioscience

Cold Spring Harbor Laboratory
March 11-14, 2016

Friday, March 11

4:00 PM **Convene, introduce workshop outline and approach**

4:30 PM **Session 1: Who we are**

Participants read 50-100 word “who I am and what I hope to get from this workshop” statement aloud to entire group. Tell the group what you would be if you weren’t a scientist.

5:30 PM **Cocktails**

6:00 PM **Dinner**

7:30 PM **Session 2: Leadership challenges: case study overview**

Attendees have been instructed to bring with them a one page case study describing a difficult management situation or leadership challenge they faced or are facing.

In this session, participants will form small groups of 5 or 6 to review their case studies. Within the small groups, each participant will read their case study to the group. The group will try to identify the key issues represented by the case. After all participants have read their cases, the group will make a list of the issues represented by the cases they have heard. Each group will report their conclusions to the large group.

9:00 PM **Social time**

Saturday, March 12

8:30 AM **Session 3: Difficult conversations and interactions: Fundamentals of negotiation**

We will review the types of situations and interactions that scientists find difficult as they transition into leadership positions and will provide a practical toolkit to use in those situations. Learning to listen and to seek out underlying interests.

12:30 PM **Lunch and break**

1:15 - 4:45 PM **Session 4: Case study analysis, Part 1**

Continuing from Friday evening’s discussion, small case study groups will select cases that best illustrate key leadership challenges to be read and discussed by the large group.

4:45 PM **Free time**

- 5:30 PM **Cocktails**
- 6:00 PM **Dinner**
- 7:30 PM **Session 5: Case Study Analysis, part 2**
Continuation of Session 4.
- 9:00 PM **Social time**

Sunday, March 13

- 8:30 AM **Session 6: Scientific team and project meetings**
How to run/lead meetings. How to structure and encourage open discussion, ensuring participation. How to deal with silence and non-participants. How to recognize and manage impediments to effective group problem solving.
- 12:00 PM **Lunch**
- 1:00-4:45 PM **Session 7: Projecting leadership, Part 1**
Workshop participants will deliver a “pitch” about their institution, department or group. Large group provides feedback in the context of what we’ve learned so far in the workshop.
- 4:45 PM **Free time**
- 5:30 PM **Cocktails**
- 6:00 PM **Dinner**
- 7:30 PM **Session 8: Projecting leadership, Part 2.**
Continuation of session 7.
- 9:00 PM **Social time**

Monday, March 14

- 8:00 AM (note early start time) **Session 9: Goal setting, feedback and evaluation for scientists**
Fundamental tools for helping scientists set goals and for providing useful and accurate feedback on performance.
- 11:30 **Session 10/Lunch: Concluding group discussion**
Review the attributes of leadership we constructed at the beginning of the workshop. What learning or development goals do you have for yourself as a result of this workshop?
- 12:45 PM **Workshop ends**

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Leadership in Bioscience Workshop
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Workshop description: This is a highly interactive workshop in which participants will learn and develop the skills to lead and interact effectively with others in both one on one and group settings. The workshop will focus on techniques, situations and challenges that relate specifically to leading and managing in the scientific workplace. It is appropriate for scientists in both the academic and private sectors

The workshop will emphasize learning by doing and will involve role playing, giving and receiving feedback and group problem solving. Much of the learning will be peer-to-peer. Participants will be expected to discuss their own experiences and to be interested in and helpful to others as they discuss theirs.

The workshop will help participants identify areas where they need guidance and growth, as well as how to capitalize on areas of strength. Participants will have the opportunity to share their experiences and challenges with others and to receive feedback and guidance from others with experience in leading scientists in a variety of settings. At the end of the course, participants will be linked through a unique on-line community in which they can continue learning from one another and from the course instructors.

Key focus areas of the workshop will include:

- Recognizing and understanding leadership in a science setting
- Using negotiation as a tool in scientific discussions and problem solving
- Identifying and resolving conflicts in the lab
- Dealing with difficult people and situations
- Communicating your ideas and plans in a way that engages others
- Leading effective and productive meetings
- Leveraging your scientific skills in public settings

Target audience: The workshop is targeted to life scientists making, or recently having made, the transition to a leadership or managerial position in either academia or the private sector.

Staff. The workshop director is Carl M. Cohen, Ph.D.



Carl M. Cohen, Ph.D. is President of Science Management Associates and 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. Carl is co-author, with his wife Suzanne of “**Lab Dynamics: Management and Leadership Skills for Scientists**” Cold Spring Harbor Laboratory Press, second edition, 2012. Carl has done training and on-site management consulting for top ten pharmaceutical companies and biotechnology companies both in the US and internationally and regularly runs leadership training workshops at the National Institutes of Health. He has been the Director of the Cold Spring Harbor Laboratory workshop on **Leadership in Bioscience** since 2011.