

# Leading Pharmaceutical Project Teams

*A workshop for science and research managers, team leaders and executives in the pharmaceutical industry*

## Workshop Highlights

- Overcoming the challenges of matrix management.
- A framework for structuring team decision making.
- Identifying and avoiding roadblocks to team progress.
- Harnessing conflict to improve decision making quality.
- Six group behaviors that hamper effectiveness in meetings and how to recognize and counteract them.

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## The Workshop

Project teams are powerful tools for accomplishing tasks requiring interdisciplinary input. Yet they are also a source of frustration when not managed properly. It is becoming increasingly clear that managing a project in a matrix-based organization requires more than just project management skills, it requires a high degree of emotional intelligence. *In this solution-focused “half day plus” workshop you will learn and practice the key interpersonal and organizational skills that are associated with productive project teams.* You will learn:

- What makes project teams work, and what can hamper their usefulness.
- How to guide a group through the key stages of decision making.
- How to identify and counteract the most common impediments to meeting effectiveness, including difficult or off-task behaviors and conceptual traps like groupthink and hidden group biases.
- How to harness and use conflict to improve the quality of the group’s decisions.

This is a highly interactive workshop using case studies and examples from the world of scientific research and development in 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. By the end of the workshop participants will have acquired a suite of skills enabling them to lead collaborative, productive and outcome-focused meetings.

## Target Audience

This workshop is intended for scientists at all levels especially those in managerial or leadership positions.

## 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 Bio-Molecules. 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 has been trained in the Tavestock model of group and interpersonal dynamics and received his Ph.D. in Physics (Biophysics Research) from Harvard University.