

# Managing your science team: Setting goals, giving feedback and evaluating scientists

*A workshop for research managers, team leaders and executives*

## Workshop Highlights

- What are the challenges of setting goals in a basic research setting?
- Different people need different levels of guidance.
- How to create SMART goals for scientists.
- What makes feedback useful?
- A five step model for giving useful feedback
- How to conduct a performance review for scientists.
- How to guarantee that your advice will *not* be taken. How to give advice that scientists will hear and use.

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## The Workshop

Setting goals and giving feedback can be powerful tools for keeping scientists focused and motivated. Scientists at all levels want and need to hear how they're doing from their mentors, managers or leaders. Yet all too often feedback is minimal or non-existent, leaving scientists anxious or uncertain about their performance. The result can be impeded scientific progress.

In this highly interactive workshop you will learn and practice 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. In each case, we provide simple, practical tools that can be put to immediate use. *The workshop makes use of cases and examples taken specifically from the world of basic and applied scientific research and that will be familiar and relevant to a scientific audience.* Ample time is provided for workshop participants to discuss specific situations which they have encountered and to receive guidance and advice from the instructor and other workshop participants. By the end of the workshop participants will have a core set of skills that will help them improve the performance of those they manage.

## Target Audience

This workshop is intended for scientists in a management or leadership role.

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