

Mentoring and managing your science team: Setting goals, giving feedback and using individual development plans.

A workshop for science managers and supervisors

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

Funding agencies are increasingly requiring that scientists in management or leadership positions receive training in mentoring graduate students, postdocs and other types of trainees. Like being a good manager, being a good mentor requires time and effort on the part of scientists in management positions. But the payoff is significant – well mentored trainees are motivated and productive and can contribute significantly to the output of a research group. This workshop is adapted from our popular workshop “Managing Your Science Team” and expands upon it by introducing tools that are critical for creating and maintaining good mentoring relationships. The workshop uses team-based discussion, group exercises and role playing to enable participants to practice behaviors associated with excellent mentoring. The topics covered in the workshop include:

- What mentees need from their mentors.
- The characteristics of high-quality mentoring relationships.
- The difference between mentoring and managing and why that is important.
- Six key tools you need to use in your mentoring relationships.
- How to set concrete, challenging and achievable goals for scientists and trainees.
- Using a five-step approach to give useful feedback that trainees can hear and use.
- The central importance of individual development plans: how to create and review them with mentees.
- How to conduct a performance review so your scientist-mentees know how they are doing.

Target audience:

This workshop is targeted to scientists in a management or leadership roles and who manage or supervise trainees, graduate students or postdocs in both academia, research institutions or private-sector settings.

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.