Dhruv Mehrotra

Analyst in life sciences or healthcare consulting, VC, or biz dev

PhD-trained neuroscientist with a passion for translating breakthrough research into high-impact ventures

dhruv.mehrotra@mail.mcgill.ca
LinkedIn : https://www.linkedin.com/in/dhruv-mehrotra-ph-d-677a1423b/
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Core business

PHASE 2 **Skill development**

I continuously find opportunities to be involved in various skill-building programs such as entrepreneurship, VC, and commercialization. I've leveraged mentors built through various programs to broaden my perspectives and career options. I've gone from a contributor to leadership roles in science engagement organizations, where I assist my peers by providing them valuable experience to further their career goals.

Takes a critical look at his skills and experience and regularly fine-tunes his career goals.
Knows how to develop new skills to keep step with changing knowledge and needs.
Relies on advice from competent professionals (coaching) or experienced staff and takes their opinions into account; uses his networks to manage his career.
Is able to evolve gradually from technical expertise to managerial expertise.
Helps his staff develop their skills and networks and assists them in achieving career development goals.

PHASE 1 **Evaluation**

I have performed peer-review of research manuscripts, as well as provided structured feedback to projects led by students, coworkers, and startup founders.

Evaluates the value of various documents concerning his field of expertise.
Is able to judge his own results in terms of both quality and added value.
Is willing to expose ideas to a critical audience; takes others' opinions of his work into account.
Is willing to evaluate the work of other contributors and provides reasoned, realistic judgments of others' work.

PHASE 2 **Information management**

I have performed advanced literature searches for research. I have annotated and analyzed terabyte-sized datasets. I have worked with sensitive information under an ethical framework for confidentiality. I assist my peers in using new tools to perform research.

Conducts advanced searches using a range of software solutions, resources and techniques, recognizing the advantages and limitations of each.
Masters the creation, organization, validation, sharing, storing and archiving of information and/or raw data and addresses the associated risks.
Understands the legal, ethical and security requirements of information management.
Is familiar with the value of, and uses, metadata.

Advises and assists his staff using information-gathering and management methods, critiquing sources and evaluating information and data.
Makes his staff aware of information security and legal and ethical requirements.

PHASE 3 **Expertise and methods**

As a researcher, I have contributed to the advancement of knowledge in neuroscience. I have 5 peer-reviewed publications, and presented posters at 10+ conferences, as well as 2 invited talks. I regularly find opportunities for collaboration and thrive in fast-paced settings where I can work independently as well as in a team.

Makes recognized contributions to the advancement of knowledge and innovation.
Is viewed as an international authority.
Possesses in-depth and comprehensive understanding of the strategic orientation of his field of expertise.
Sees opportunities for synergy among different sectors of activity.
Has the ability to develop new investigative methods.
Can work in an interdisciplinary setting.
Is able to devise and coordinate a collective work program focusing on new research problems.

Personal and relational qualities

PHASE 3 **Communication**

Throughout my career, I have engaged effectively with academic, clinical and innovation stakeholders across universities, startup programs, and non-profits. I have built an online presence for myself where I disseminate information. As a senior peer and in a prior teaching assistant role, I provided structured feedback to students, researchers, and even founders with my startup support work. I am proficient in English, Hindi, and French.

Is asked to provide input on key questions in his area of expertise.
Chooses content, register and channels of communication appropriate for the circumstance or to serve his strategy.
Uses national and/or international media.
Can manage and negotiate complex matters English and at least one other world.
Initiates and promotes actions to disseminate knowledge.

PHASE 2 **Collaboration**

I have led collaborations in both research and innovation contexts. I enjoy leveraging my network to find the best synergies. Collaborations I was part of have led to peer reviewed publications and innovation-focused events.

Collaborates with people/teams who play a pivotal role on the global scale.
Leads networks and helps to institute dialogue between different entities.
Knows how to establish partnership relations with people working outside his field.
Has the ability to co-produce results and/or innovations.

PHASE 3 **Analysis, synthesis and critical thinking**

As a researcher, I have made original contributions to my field in neuroscience and I have defended these ideas successfully in conferences, talks, and other settings.

Takes a pioneering approach.
Knows how to defend a novel way of thinking to his staff and his peers.

PHASE 2 **Open-mindedness and creativity**

Through my research collaborations, I have broadened my technical and transferable skillset. My work in science engagement, innovation, and VC regularly expose me to various projects outside my technical scope. These projects also require me to challenge startup founders on scientific and commercial aspects of their technology. I have also worked in 2 countries outside my culture (Singapore, Canada), and have international experience.

Explores related fields.
Conceives new projects to find answers to essential questions.
Encourages his staff to seek challenge, be curious and engage in scientific questioning.
Defines and carries out innovative interdisciplinary projects with the help of contributors from various backgrounds.
Serves as a vector of innovation, a realistic visionary, a constructive agitator.
Encourages creativity and innovation among his staff.
Has acquired professional experience abroad in a culture other than his own.

PHASE 2 Commitment

I have consistently put myself in contexts other than research, such as science engagement, innovation and startup support, and VC. I have grown to become a crucial member for each team that I am a part.

Can picture himself in other contexts; applies his commitment and motivation to other activities and fields of expertise.
Perseveres in his undertakings and projects; paves the way for other staff and supports them.
Inspires the enthusiasm and commitment of his staff.

PHASE 3 Integrity

I set a standard of ethical principles that I abide by and uphold them. I am quick to flag violations of conduct and convey feedback respectfully.

Creates a culture of respect and ethical behavior within his entity.
Takes immediate measures if he observes unethical conduct.
Contributes to changing policies, procedures and practices relating to integrity.

PHASE 1 Balance

I use my technical background effectively in non-technical environments such as science engagement, startup support, and VC. In all these contexts, I acknowledge the limitations of my knowledge and leverage mentors to gain complementary perspectives. I have a diverse set of interests outside of work and can spot warning signs early to seek support when needed.

Is aware of his aptitudes, knows how to take advantage of them and demonstrate them.
Expresses himself relevantly, confidently and didactically.
Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed.
Is able to consider his practices and experience as part of the bigger picture.
Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others.
Is aware of the need to reconcile career and personal life.
Develops mechanisms to cope with pressure and seeks support when needed.

PHASE 2 Listening and empathy

As a senior peer and leader, I serve as a point of contact for teammates to voice their concerns. I've undertaken active listening training and often offer support to my peers as needed. I also ensure that I express gratitude for their contributions.

Knows how to engage in active listening in various situations.
Is careful to take his contacts' needs and frame of reference into account.

Expresses gratitude regularly.
Takes the needs of his staff into consideration, is sensitive to signs of stress and able to provide support and advice when needed.

Business management and value creation

PHASE 2

Project management

I've managed multiple projects simultaneously throughout my graduate training, both inside and outside the lab. I've led these to successful fundraising, peer-reviewed publications, or social media strategies.

Is attentive to discontinuities, trends and weak signals; is prepared for the unexpected; identifies unforeseen opportunities in the project.
Recognizes good ideas and best practices, identifies weaknesses and gaps.
Considers and implements any necessary changes in objectives, organization, schedule, resources and quality requirements.
Knows how to drive his staff in compliance with scheduling and time constraints.
Utilizes a wide range of project management strategies; clarifies priorities and formalizes expectations.
Introduces quality systems.
Guides difficult, complex projects to successful completion; manages several projects simultaneously and efficiently; can intervene to conduct project audits and propose action plans to get projects back on track.
Provides support or assistance to his staff; takes over on projects that lack leadership.

PHASE 1

Managing change

Most projects in VC or even in the lab are not set in stone and priorities change all the time. I'm used to this work dynamic through hands-on experience in these domains

Can adapt his approach and the project organization according to imperatives.
Adapts to changes and opportunities; knows how and where to find advice.

PHASE 1

Managing risks

Through my work in startup support and VC, I have developed a structured risk management framework for all my projects that also incorporates mitigation strategies.

Can determine the risks related to his project and the means for controlling them.
Is aware that technological and financial risks increase during the innovation process.
Understands the concept of corporate social responsibility.

PHASE 3

Decision-making

Through my work in VC, I've learnt how to make quick decisions with incomplete information, and I use my knowledge and experience to guide the rationale for decisions.

Is able to instigate and control major change.
Knows how to make decisions in an unstable and uncertain environment taking all technical, financial, human, organizational, political and other factors into account.

PHASE 2

Obtaining and managing funding

I have secured $125k+ in research funding and contributed to a $910k federal research grant. In addition, through my startup support work I built a comprehensive database of non-dilutive and dilutive funding sources for Canadian startups. Through my work in VC, I know how to analyze portfolio returns and the associated metrics, and factor the return on investment for companies

under consideration.

Has the knowledge to manage the budgetary, financial and accounting aspects of his projects and activities.
Is able to make choices.
Is familiar with available sources of innovation funding and knows how to mobilize them.
Views his activity in the context of investment/return on investment.
Advises and guides his staff in the financing and budget follow-up of activities.
Advises and guides his staff in creating value and generating revenue and funding.

PHASE 2 **People management**

As a leader in science engagement groups, I've onboarded new team members and delegated projects. I also serve as a point of contact for any questions and concerns. In my VC work, I coordinate startup due diligence and onboarding of members for this aspect of the work.

As a manager, makes appropriate use of the full spectrum of HR policies and management tools with regard to his teams (recruitment, promotion, evaluation, safety rules, principles of non-discrimination and diversity, etc.).
Puts together and directs a team, taking advantage of the strengths and skills of each member.
Has the ability to set objectives for his staff and evaluate their attainment.
Knows how to delegate and monitor.
Supports his staff; encourages them to become more autonomous and recognizes their commitment and results.
Ensures the collective success of projects.
Detects and nurtures the talents of his staff and supports to their professional development.
Knows how to deal with conflicts.
Involves his staff in decision-making.
Has his own management style.
Is able to define guidelines for safety and social responsibility.
Accepts responsibilities beyond his defined scope for the good of the organization as a whole.

PHASE 1 **Producing results**

As a researcher, I have hands-on experience with transforming ideas into concrete results, and into peer-reviewed publications. My research as well as VC work instilled that failing fast and moving onto a new idea is better than failing late.

Knows how to transform ideas into innovations.
Quickly deploys prototype and test phases; involves internal and external customers in these phases.
Learns the lessons of the initial tests.
Understands the policies and processes involved in publishing and exploiting research outcomes in his entity.
Is able to determine the most appropriate means of exploiting his results (e.g., patent, publication).

PHASE 1 **Intellectual and industrial property**

Through structured coursework and workshops in IP, I understand the various forms of protecting IP. Through my VC work, I've also examined patents of other startups, thereby getting hands-on exposure into what a successful patent looks like.

Has basic knowledge of the rules of intellectual/industrial property and copyright as they apply to his own activities.
Understands the advantages and drawbacks of filing a patent.
Is aware of the importance of controlling the release of information.

PHASE 1 **Customer focus**

I've marketed my science engagement platforms to wide audiences, and developed a social

media presence to disseminate research and innovation trends. I've aided founders with structured feedback and advice regarding their companies.

Is attentive to national and international markets; takes incoming and outgoing communication (suppliers, customers) into account.
Gathers information on the needs and expectations of internal and external customers.
Uses his technical expertise and familiarity with products to propose solutions tailored to customers.
Masters the basics of marketing.

Strategy and Leadership

PHASE 2 Strategy

Through my work in research and innovation environments, I have regularly brainstormed ideas, mapped whitespaces, and reflected deeply on future trends. Through my work in startup support as well as various structured learning opportunities, I have a solid understanding of what it takes to bring research from the lab to patients.

Observes his environment; recognizes discontinuities and micro-trends; detects weak signals.
Develops his own approach and shapes his understanding of the topic.
Encourages brainstorming and draws conclusions relevant to his area of activity.
Regularly produces documents of a forward-looking and strategic nature.
Makes sure that his activities contribute to the company's strategy and attainment of its objectives, and to the enrichment of his organization or sector of activity.
Is familiar with various innovation strategies.
Ensures that his staff is aware of and understands their environment and the importance of strategy.

PHASE 1 Leadership

Throughout my work experiences in science engagement, VC, research, and innovation, I have balanced leadership with delegation depending on the needs of the project. I have a track record of successful collaborations in all these domains.

Exercises leadership in connection with a project of which he is in charge.
Knows how to be persuasive and enlist support for a project
.Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.
Builds alliances.
Establishes relationships based on trust.