



**JOHNS HOPKINS**  
SCHOOL *of* MEDICINE

# THE MID-CAREER COHORT LEADERSHIP PROGRAM

Office of Faculty, Johns Hopkins University School of Medicine (JHUSOM)  
Office of Talent Management, Johns Hopkins University (JHU)

## 2025 PROGRAM GUIDE

This program develops JHUSOM leaders who can contribute to future initiatives throughout the school by providing prestigious and challenging learning experiences that lead to opportunities and growth.

## ABOUT THE PROGRAM

The Mid-Career Cohort Leadership Program is offered by the Office of Faculty in the JHUSOM. The sessions are in-person on the east Baltimore campus from 9:00 a.m. to noon, with breakfast provided at 8:45 a.m.

To provide this program, the Office of Faculty collaborates with the Office of Talent Management, which consults across JHU as a strategic partner in creating an organizational culture where faculty and staff can realize their full potential.

## PROGRAM GOALS

- Develop JHUSOM leaders who can contribute to future initiatives throughout the school
- Retain growing leaders by providing a prestigious and challenging learning experience, which can lead to new opportunities and promotion
- Embrace values and concepts that are critical to the success of JHUSOM; and
- Offer the opportunity to create and internalize an expanded leadership identity with a sense of self-efficacy and purpose.

# FREQUENTLY ASKED QUESTIONS

## Who is eligible to participate?

The program is designed for people who seek leadership at the faculty level or who currently serve in this capacity. Applicants should decide for themselves if they are “mid-career” and would benefit from participating. One common guide for demarcating the mid-career phase is being at the rank of assistant professor for at least five years or holding associate or full professor appointments. A cohort of participants will be selected from individuals who self-nominate or have been nominated to create a class that is balanced across departments and divisions. Faculty of all genders are encouraged to apply. The class size is limited to 40 participants.

## What will be expected of participants?

To gain the full value from peers who participate as partners in self-discovery, participants should adopt an attitude of active inquiry and experimentation while fully participating in the program. Participants are asked to:

- Complete assigned reading and assessments in advance of each session,
- Interact with all classmates to create a dynamic learning community, and
- Commit to attending at least seven of the nine seminars.

## What is the department’s financial obligation?

When individuals who are university employees register and attend, the daily cost is charged to staff development remission. When individuals register, but do not attend or cancel with the necessary one week’s notice (7 full days), the cost (\$500/3-hour session) is charged to their department. Exceptions can be made for excused absences, such as unexpected hospitalizations, personal injury accidents, and serious illnesses. Conflicts in work schedules do not qualify for waivers. Written documentation is required in all instances.

# Course Topics & Descriptions

*The location for each session will be provided in your confirmation on an Outlook appointment email. All sessions will be held on the East Baltimore campus.*

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SEPT

## Empowering Strength-Based Teams (StrengthsFinder 2.0)

with Amy Murphy

This session will show that people realize their full potential when they use their greatest talents every day. Prior to this session, each program participant will complete the Clifton StrengthsFinder 2.0 assessment to identify their top 5 strength themes. By knowing our strengths, we can strategize how to advance towards our professional goals with confidence, intention and efficiency. Understanding and appreciating the strengths of others is essential for maximizing team performance and our leadership potential.

24

SEPT

## Crucial Conversations

with Anne Moore

This session focuses on the use of powerful conversations that become transformational as they create mutual learning and lead to committed action. Studies have shown that by holding these crucial conversations well, communications become more open, honest, and respectful and problems can be resolved. Participants will learn how to use conversations to strengthen connections and facilitate change. By learning a step-by-step process for dealing with misperceptions, violated expectations, and difficult behavior, individuals can become more influential and impactful in their personal and professional lives.

08

OCT

## 21st Century Education

with Sharon Fries-Britt

This session will identify some of the common and distinctive issues that impact faculty experiences in universities. Participants will be introduced to the Three-Dimensional Model of Higher Education that summarizes and informs participants about key social identities in higher education, core areas of examination, and focal groups. There will also be discussion around key individual factors that shape identity and life experiences. Participants will be encouraged to share their own unique experiences.

22

OCT

## The Art of Negotiation

with Stacey Lee

Do people negotiate differently? Are you getting the salary you deserve? Do you feel heard within your organization? This session provides participants with the opportunity to refine the skills needed to be a voice at the table. The first part of the session will focus on developing a systematic approach to preparing for, structuring, and negotiating key relationships. The second part of the session will help participants develop the basic process and conflict management skills needed for effective negotiation of relationships in finance and other settings.

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05

NOV

## The Science of Effective Communication

with Steven Cohen

In this interactive workshop, we will explore how to develop and convey executive presence. While executive presence may seem elusive, research shows that its perceived absence thwarts professional progress. This workshop aims to demystify executive presence and help you learn new ways to enhance your influence, skills, and confidently deliver critical messages.

19

NOV

## Emotional Intelligence

with Amy Murphy

Most people are hired or promoted because of their technical skill, which is the major requirement for their job role. However, 80% of the time, people are fired or placed on disciplinary action because of their behavioral skills. Cy Wakeman, behavioral psychologist and a drama in the workplace researcher, poses a new way to look at emotional intelligence through the lens of personal impact. She asserts that each person spends 2.5 hours a day dealing with “drama” in the workplace. In this session, we will explore the new mental models and determine how best to introduce them to your workplace for immediate action.

03

DEC

## Influence and Power Case Study

with Jennifer Lee & Kathy Forbush

What is the potential effect of lack of influence on your career? This session will review various case studies that illustrate the potential impact of influencing style, faculty relationships, and societal roles as well as models and tools for increasing influencing skills. This group discussion will provide a better understanding of how to leverage your personal power and influence your daily work.

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DEC

## Enhancing Your Mentoring Skills

with Jennifer Haythornthwaite

This session will help you improve your mentoring skills and teach you how to be optimally mentored. Successful mentors accelerate the advancement and productivity of their mentees and elevate the quality of mentorship. Discover specific strategies you can use to improve the quality of your mentoring relationships through case discussions integrated into a mentoring framework. Optimize your time as a mentor and build the confidence of your mentees. When faced with a decision or a new opportunity, do you have a systematic strategy for doing this? This session will also help participants apply a framework for making these decisions that can be a valuable tool for both mentoring and personal decision making.

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JAN

## Lessons Learned from our Leaders

with Jennifer Lee

In a panel discussion with JHU leaders, we will learn how leaders developed their leadership brand and worked to create and communicate their vision.

## Facilitators

Steven D. Cohen, PhD, is a Professor at the Johns Hopkins Carey Business School. He is well known for helping leaders communicate with confidence, influence, and authority. Dr. Cohen frequently teaches Executive Education courses on public speaking, persuasive communication, and business writing. He has created custom courses and leadership development programs for Fortune 500 companies and government agencies. Dr. Cohen is a core faculty member for the Executive Certificate in Business Communication and previously served as the Academic Program Director for Executive Education.

Kathy Forbush, MBA, MS, is the Executive Director for HR-Talent Management at Johns Hopkins University, and in this role is responsible for leading the learning and organization development functions for the entire university. Kathy has spent over 20 years working in HR, learning, and organization development roles with clients of various functional disciplines in numerous organizations and industries.

Sharon Fries-Britt, PhD, is a Professor of Higher Education and University of Maryland Distinguished Scholar Teacher. Prior to her academic career, she served as a senior level administrator in higher education, and she has consulted extensively with colleges and universities, foundations, governmental agencies, national organizations, and private industry on issues of leadership.

# Facilitators

Jennifer Haythornthwaite, PhD, is a licensed psychologist and Professor of Psychiatry & Behavioral Sciences at the Johns Hopkins University School of Medicine. She has worked with more than 400 Hopkins faculty in workshops focused on strategies to solve common mentoring challenges. Dr.

Haythornthwaite currently serves as the JHUSOM Dean's Mentoring Advisor, organizes workshops in the JHUSOM leadership programs for junior and mid-career faculty, and frequently serves as an outside consultant to other academic institutions regarding mentoring.

Stacey Lee, JD joined the Johns Hopkins Carey Business School in 2008 and is a Professor in the practice track with expertise in business law, health law, and negotiations. Stacey's research interests have focused on pharmaceutical manufacturers' international and domestic influence on access to medicines and transformative healthcare negotiations.

Jennifer Lee, MD, is a Professor of Anesthesiology/Critical Care Medicine and Pediatrics and the Senior Associate Dean for Women in Science and Medicine within the Office of Faculty. Her research focused on reducing the risk of permanent neurologic injury in babies and children with hypoxic brain injury. She works clinically as a pediatric anesthesiologist. Dr. Lee is credentialed by the International Coaching Federation as a leadership and professional development coach and she is additionally certified in group coaching, trauma-informed coaching, and as a Gallups Clifton strengths coach.

Anne Moore, MA, is a Sr. Organization Effectiveness Consultant for HR-Talent Management at Johns Hopkins University. Her areas of expertise include performance management, employee development, career management, and executive coaching to enhance the effectiveness of university faculty and staff.

Amy Murphy, MSOD, is the Assistant Director of Organization Development and Effectiveness for JHU. She has over 20 years of experience in organization and leadership development working in a variety of industries. Amy contributes to the JHU Leadership Development Program and in her past role, designed and facilitated leadership development cohorts for NASA, Department of Homeland Security, Department of Interior, and Veterans Affairs.



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