The Emerging Women’s Leadership Program (EWLP) is a cohort program made up of 9 two-hour sessions, held from 8:30am -10:30am in the Welch Center at 2024 East Monument Street, Suite 1 – 500, 1500Q. A continental breakfast will be served starting at 8:00am, and sessions start promptly at 8:30. The SOM Vice Dean for Faculty, the Office of Women in Science and Medicine, the Office of Faculty Development and the Professional Development Office are pleased to collaborate to offer the third annual Emerging Women’s Leadership Program.

Program Goals include to:

- **Develop** JHUSOM female instructors and assistant professors in the early stages of their careers thus encouraging movement into leadership roles.

- **Retain** emerging female leaders by providing a cadre of peers with whom they may build collegial relationships that will encourage a sense of community throughout the school, and provide new opportunities that will lead to promotion and tenure.

- **Embrace** values for diversity and inclusion, to create a learning community that will foster a climate of respect and support.

How to apply:

If you are willing to commit the time required to be a part of the second cohort group, please complete the application form which is attached, submit it by October 15th to the location on the form, and we will contact you to let you know if you have been accepted into the program. In order to receive the full value from this program, we ask that you be willing to participate fully, and attend at least 6 of the 9 sessions, interacting with your classmates to foster a supportive learning environment. There are no financial obligations to yourself, your division or department.
Session topics include:

**Understanding Yourself and Others: the Myers-Briggs Type Indicator** – Kim Skarupski – **Thursday, January 16th, 2014** - Based upon Jung’s theory of psychological type, the Myers-Briggs Type Indicator (MBTI) is a self-report questionnaire that identifies normal personality differences and preferences that each of us has. Understanding and appreciating these differences (or unique gifts) can be a valuable way to better communicate and collaborate in the workplace and in our personal lives. Practical concepts and exercises will be used in this session.

**Type Talk: Using the MBTI for Greater Influence and Productivity** – Linda Dillon Jones – **Friday, February 7th, 2014** - Once you have learned the basics of the MBTI, it is easy to adapt your behavior to build rapport, influence more productively, avoid conflict and build relationships. This session offers a chance to practice skill building related to the MBTI and answer that important question, could I get a better outcome if I was less like my “normal” self and considered the type of others in my interactions with them?

**Leading People through 5 Key conversations** – Linda Dillon Jones – **Thursday, March 20th, 2014** - Having a basic model of positive communication in mind can help you be more productive in every role, and also help you build more positive relationships across your work group. This session offers some basic insight into how you can communicate more effectively and confront the issues that need to be confronted, while building and maintaining strong relationships. Five key conversations with your direct reports and peers are key: orienting/engaging in new work, establishing direction, coaching for immediate results, reviewing/ managing performance, and coaching for long term development.

**Amassing the Currency of Your Career** – Donna Vogel – **Thursday, April 3rd, 2014** - We, as scientists and clinicians, are not used to marketing ourselves. Yet, throughout our career, others measure us by such criteria as our curriculum vitae, publications, and professional accomplishments. These are the “currency” that establishes our value as we advance. Build value into your professional portfolio by crafting it with your goals in mind.

**Writing a Great Letter of Recommendation (for Others and for Yourself)** – Sarah Poynton – **Thursday, May 15th, 2014** - Writing a great letter of recommendation is an art! A well crafted recommendation does honest justice to the candidate, is written from the perspective of the reader, and is informative, interesting and pleasurable to read. In the workshop we will consider the content, style, and form, of letters of recommendation within academia. Two kinds of letters will be considered, the letter you write for someone else, and the letter you
write about yourself (such as you may be asked to draft for a promotion). Critical reading of examples will highlight some common ‘do’s and don’ts. In advance of the workshop, participants may submit example texts for critique.

**Best Practices for Mentors and Mentees** – Kim Skarupski and David Yousem - Thursday, June 5\(^{th}\), 2014 - Most academicians are both mentee and mentor. This seminar provides best practices for gaining the maximum value in the mentee-mentor relationship. For mentees, the emphasis is on setting achievable goals and timelines, effectively communicating needs, securing appropriate resources, establishing and maximizing collaborations, and driving the agenda of meetings. For the mentor, the emphasis is on listening well with reflection, communicating and providing confirmative and corrective feedback, encouraging risk taking, and providing individualized guidance. Get the most out of being a mentee and mentor by attending this seminar.

**Building Your Personal Work/Life Mission and Saying No** – Jennifer Haythornthwaite - Thursday, September 18\(^{th}\), 2014 - Tantalizing offers come along every day, but not all opportunities are equally worthwhile when you are juggling multiple time demands. Please come to this workshop with a draft of your personal work and life mission statement. Strategize about what projects and opportunities you should say “Yes” to and which should get a resounding “No” as you move forward in your career. Learn various methods for saying “No”, realizing that by saying “No” you are saying “Yes” to your personal priorities.

**A Strategy for Career Success: Negotiating for What You Need** – Catherine Morrison - Thursday October 16\(^{th}\), 2014 – To get the most value from an outstanding speaker who comes to us from out of town, we are extending this session to a four hour event for which you must register. The environment in which science and health care professionals practice is one in which the need for negotiation abounds. The ability to foster agreements and manage conflict within and between workgroups can strengthen relationships, transform ideas into initiatives, and move parties beyond stuck places. This interactive workshop is designed to help participants understand and apply a systematic approach to preparing for, structuring, and engaging in business and health care negotiations.

**Speaking Truth to Power** - Linda Dillon Jones – Thursday, November 20\(^{th}\), 2014 - In order to be able to influence senior leaders, you first have to develop an effective working relationship with them! The key to developing an effective working relationship involves: understanding the individual’s style, strengths, and needs; placing a high priority on helping the team/department be successful; treating the leader with respect; showing a commitment to a good relationship; and telling the truth so you don’t go mad. Planning to be your most authentic self
in every circumstance is the key component of this session. Issues related to power differentials are also discussed.

This program is a collaboration of:

The Office of Women in Science and Medicine (OWiSM) was created in 2008 to increase representation of women in leadership roles, on high level SOM committees and other departmental and institutional decision making bodies. The office helps provide mentoring, educational and networking opportunities for all female faculty in the School or Medicine. The mission of the Office of Faculty Development (OFD) is to support the SOM faculty in achieving success and satisfaction at each stage of their careers in academic medicine. As part of that mission, the OFD organizes leadership and mentorship programs to support faculty in acquiring the knowledge, skills and experience needed for institutional, national and international leadership roles. The OFD also supports faculty equity and the interests of women faculty in increasing their presence, contribution and impact as leaders in the institution and within academic medicine. The Professional Development Office (PDO) works with students, fellows, and early-career faculty in the Schools of Medicine, Nursing and Public Health. Its mission is to provide the professional skills and knowledge to pursue and succeed in an independent scientific career. The PDO offers courses, workshops, advising, and other programs to further these goals.

Instructor Biographies

Barbara Fivush, M.D. is the Director of the Office of Women in Science and Medicine and Associate Dean for Women. In this role she has worked to improve pathways to leadership and advancement for women faculty. Barbara is also a Professor and Division Chief of Pediatric Nephrology and has served on the faculty in Pediatrics at JHSOM since 1984.

Jennifer Haythornthwaite, PhD, is a Professor of Psychiatry & Behavioral Sciences and a psychologist. She has developed a mentoring skills development program for senior faculty and actively mentors a range of junior faculty in medicine, psychiatry, and pediatrics.

Linda Dillon Jones, Ph.D., is a Senior Faculty Development Consultant in the School of Medicine. She served for 14 years as the university’s Director of Training and Development, and then as a Learning and Development consultant within Talent Management and Organization Development.
Catherine Morrison, J.D., is an Associate Faculty member in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health.

Sarah Poynton, Ph.D. is an Associate Professor of Molecular and Comparative Pathobiology, Art as Applied to Medicine, and Molecular Microbiology and Immunology. In addition to her extensive research and teaching experience, Dr. Poynton has a breadth of knowledge as a freelance technical editor, and had taught workshops for the Professional Development Office and for the Office of Faculty Development.

Kimberly A. Skarupski, Ph.D., M.P.H. is the Assistant Dean for Faculty Development in the Office of Faculty Development. Prior to joining Hopkins in April of 2013, she served for 7 years as the program director for the Rush Research & Teaching Mentoring Programs in the Office of Academic Affairs at Rush University Medical Center in Chicago, IL.

Donna Vogel, M.D., Ph.D. is Director of the Professional Development Office, and an OWISM Advisory Board member. Before coming to Hopkins, she managed a grant program at NIH. David Yousem, M.D., M.B.A. is Associate Dean for Professional Development at Johns Hopkins University School of Medicine and Director of Neuroradiology and Vice Chairman of Program Development, Russell H. Morgan Department of Radiology and Radiological Sciences at the Johns Hopkins Medical Institution.

Dave Yousem, M.D., M.B.A. is the Associate Dean for Professional Development, Professor of Radiology, and Director of Neuroradiology. His work has also focused on advanced imaging in neoplasms of the brain, spine, head and neck. He also has a focus in quality improvement programs and operations efficiency. Dr. Yousem also teaches in the popular Master Mentor Program.

Contact Information

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For detailed information about the nomination and selection process, as well as specific questions about the Emerging Women’s Leadership Program please contact:

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