



Leadership Program for Women Faculty 2015-2016

The Leadership Program for Women Faculty (LPWF), in its seventh year, is a cohort program made up of 9 half-day sessions, all of which are held from 8:00am -12:00pm in the auditorium at 2024 East Monument Street, Suite 2-1002. The SOM vice Dean for Faculty offers this program to women faculty in the School of Medicine with the goal to:

- Develop JHUSOM women leaders who can contribute to future initiatives throughout the school.
- Retain emerging female leaders by providing a prestigious and challenging learning experience, which can lead to new opportunities and promotion.
- Embrace values for diversity and inclusion, concepts which are critical to the success of the Johns Hopkins School of Medicine.
- Offer the opportunity to create and internalize an expanded leadership identity while developing an elevated sense of self-efficacy and purpose.

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 of Medicine. The LPWF will serve as a vehicle to achieve this mission, by providing female faculty at the Assistant, Associate and Full Professor level, important skills necessary for advancement at the JHUSOM.

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. To provide this program, the OWISM and OFD are collaborating with the institution's office of **Talent Management and Organization Development (TMOD)** which consults across Johns Hopkins University as a strategic partner in creating an organizational culture where faculty and staff realize their full potential and the institution is recognized as an employer of choice.

Course Descriptions

FLEX Talk: Practical Communication Skills Using Personality Theory, Linda Dillon Jones-**Thursday, September 24th, 2015** – For this session, you will be expected to complete the Myers Briggs Type Indicator In advance.

This course strengthens the participants' self-awareness as individuals and leaders by providing feedback on key components of personality as measured by the Myers-Briggs Type Indicator. This course offers a review of how participants can use the cues which they see in the behavior of others to provide insights into what their Myers-Briggs personality type might be, thus providing opportunities to flex their own behavior to more effectively work with others. This approach offers a greater opportunity to build a rapport with others, and to influence their decision making and behavior by understanding their preferences for the type of data they normally value most, and the ways in which they most often use it to make choices. By the end of instruction, participants will be able to identify the ways their own personality type prefers to interact with others and recognize behavior cues from each type preference. This session offers the opportunity to practice flexing communication styles to match another individual's type mode or mental function.

Crucial Conversations, *Bob Kleinschmidt*- **Thursday, October 22nd, 2015**

This workshop 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 conversation to strengthen connections and facilitate change. The best individuals, teams and organizations demonstrate an ability to engage in meaningful dialogue as they effectively manage those conversations where the stakes are high, opinions vary and emotions run strong- those crucial conversations. 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.

Speak Like a Pro, Karen Storey - Choose to attend just one session: **Tuesday, November 10th, November 12th, November 17th, and November 19th**, from 8:00 am – 12:00 pm in a TBD location.

Check your registration confirmation.

Faculty members win grants and build reputations based (to some extent) on their ability to speak with confidence to large groups of people. Speak Like a Pro offers the knowledge, skills, and abilities you

need for effective presentations. You'll learn proven techniques for planning, practicing, and delivering public presentations. Further, you will receive expert feedback from your instructor, as well as personal responses and insights from your classmates. Each participant is asked to prepare in advance a 3-5 minute presentation. Focus on managing stage fright and maintaining composure in front of any audience. Voice and body language are explored as an effective communication tool. Key ways of adding maximum impact are discussed along with ways of preparing quickly and confidently for any presentation. ***For this special session, class size will be limited to 10 people per session. Come prepared to speak for 3-5 minutes on a professional topic of your choice. You will be filmed and receive feedback on your strengths and areas that need improvement.***

Influencing for Impact: On Being Influential, Linda Dillon Jones – **Thursday, December 3rd, 2015** - We all occasionally feel frustrated by our inability to be heard by others. Women may find that this inability to be heard rises to the level of a problem that limits their effectiveness in the organization. Is it possible for women to be on an equal footing with their male colleagues and consistently contribute at a level that is not compromised by stereotypic views or prejudice? Is it possible that the typical communication styles that women adopt may actually be contributing to the problem? Not being on an equal footing with their male counterparts can impact women's personal effectiveness and limit their ability to influence on both the individual and organizational level. Strengthen your ability to influence others by identifying your preferred influencing styles and strategies. Adopt more productive approaches while maintaining your integrity and authenticity. Learn how the common communication patterns of men and women vary and how conventional assumptions may get in the way of real understanding. Practice strategies that will help you be heard in both interpersonal and group situations.

Influencing for Impact: Influence and Power Case Study – The Secret of Photo 51, Janice Clements and Linda Dillon Jones – **Thursday, January 7th, 2016** - What is the potential effect of lack of influence on your career? On April 25, 1953, James Watson and Francis Crick published their ground-breaking discovery of the double helix structure of DNA, the molecule essential for passing on genes and the "secret of life". But their crucial breakthrough depended on the pioneering work of another biologist, Rosalind Franklin, who died at the age of 37 without ever knowing that they had used a crucial piece of her data without her permission, data that played a vital role in this discovery. The Nova documentary "The Secret of Photo 51" is viewed in the session as a case study that illustrates the potential impact of influencing style, faculty relationships, and gender roles. This group discussion will provide a better understanding of how to leverage your personal power and influence in your work every day.

Negotiation Skills: Creating Agreement and Managing Conflict, Catherine Morrison - **Thursday, February 11th, 2016** - The environment in which health care professionals practice is one in which conflict and 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. Participants will learn how to diagnose a negotiation or conflict and choose from a spectrum of responses based upon the presenting “symptoms.” Film clips, negotiation cases, and group discussion will provide participants with insight in to their own negotiation and conflict handling styles and the opportunity to practice new frameworks and techniques.

Overview of Decision-Making and Risk-Taking Strategies, *Linda Dillon Jones* – **Thursday, March 10th, 2016** - Building a track record of making smart, effective business decisions is critical to both success and status in any organization. However, being invited to the decision-making table can be a challenge, especially for women. This workshop provides the opportunity to learn about and reflect upon your own preferred decision-making and risk taking style. Identify the barriers which prevent you from confident decision-making and explore a strategic process to increase your visibility and credibility in any organization. Further, a series of useful and practical decision-making tools and strategies will be presented and discussed.

Facilitating Group Decision-Making, *Linda Dillon Jones* - **Thursday, April 14th, 2016** - This session presents John Heron’s decision-making model for groups and provides a way to think about the role of the leader in facilitating group decision-making. A simulation of workplace involvement and process improvement called Lego Man provides the opportunity to pre-plan for group participation and debrief to glean Lessons Learned. A variety of tools are practiced and discussed, along with the issues related to making difficult ethical choices and decisions.

Total Leadership: Be a Better Leader, Have a Richer Life, *Barbara Fivush and Linda Dillon Jones*- **Thursday, May 12th, 2016** - What if you could improve your performance in the areas that seem to be most at odds with each other, work and life beyond work? This course helps you to identify your core values, the things that are most fundamentally important to you, and then use this focus and drive to get more done with less stress. Total Leadership is an exciting new framework for your view of self as a leader that will allow you to: act with authenticity, by clarifying what is important; act with integrity, by respecting the whole person; and act with creativity, by experimenting to find new solutions.

Who is eligible to participate? - A cohort of participants will be selected from those individuals who have been nominated to create a class that is balanced by a number of dimensions of diversity as well as departmental and divisional representation. The class size is limited to 45 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, and participate fully in the program. Participants are asked to complete assigned readings and assessments in advance of each session, and to interact with all classmates

to create a dynamic learning community. Participants are asked to be present for at least 6 of the 9 sessions.

What is the division'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 don't attend or don't cancel with the necessary five working days' notice, the cost (\$300/session) is charged to the departmental budget number authorized on the registration form.** 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.

Other events:

Participants will be invited to attend an **opening breakfast** to meet fellow participants and LPWF leadership **on Friday, September 11th, 2015, 8:30am-10:00am, SOM Board Room – MRB 103.** A closing luncheon will be held to celebrate the completion of the program and give participants the opportunity to provide evaluative feedback and guidance regarding further leadership development activities for women faculty. **The Closing Luncheon will be held on Friday, June 9th, 2016 at Noon-2:00pm, SOM Board Room – MRB 103.**

Instructors:

Janice Clements, Ph.D. is the Mary Wallace Stanton Professor of Faculty Affairs and the University Distinguished Service Professor and Vice Dean for Faculty, and Professor of Molecular and Comparative pathology. Janice joined the faculty of Johns Hopkins School of Medicine in 1978. She has led the Retrovirus Laboratory at JHU School of Medicine since 1992 and has been Vice Dean for Faculty since 2000.

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.

Linda Dillon Jones, Ph.D., is the Senior Faculty Development Consultant in the SOM. She has been working to develop leaders across the institution for the last 18 years. Previously she was Director for the University's Center for Training and Education.

Bob Kleinschmidt, M.S. is a client focused organization development consultant and facilitator, leadership coach, and licensed therapist (LGPC) with expertise in team development, conflict resolution, organizational change management and talent management processes. He is an Organization Development consultant with TMOD.

Catherine Morrison, J.D., is an Associate Faculty in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. She consults across SOM as a mediator and conflict resolution expert as a consultant to the Vice Dean's office.

Karen Storey, CFP, is President and Co-founder of Interactive Training, an organization dedicated to improving communication and leadership skills. She teaches presentation skill building around the globe and speaks effectively to large conference groups on a broad variety of management topics.

Past Guest Speakers have included:

Patricia Davidson BA, MEd, PhD is the Dean-designate of the Johns Hopkins University School of Nursing. A former Director of the Centre for Cardiovascular and Chronic Care at the University of Technology Sydney [Australia] and Professor of Cardiovascular Research at St Vincent's Hospital Sydney, Dr. Davidson has an established program of research in chronic cardiovascular disease, heart failure, palliative care for non-malignant conditions, women's health and Indigenous cardiovascular health. She is a Fellow of the Royal College of Nursing Australia and a Fellow of the American Academy of Nursing. She was the co-chair of the New South Wales [Australia] Health Clinical Expert Reference Group for Cardiovascular Disease, Immediate Past President of the Australasian Cardiovascular Nursing College, Chairperson of the Cardiac Nursing Council of Cardiac Society of Australia and New Zealand, Immediate Past Secretary of the International Nursing Doctoral Education, Counsel General of the International Council on Women's Health Issues, and a Board member of the National Heart Foundation (New South Wales).

Estelle Gauda, M.D. is the Senior Associate Dean for Faculty Development and a Professor of Pediatrics and recent past chair of the Associate Professor Promotions Committee (APPC) for the JHSOM (2006-2014). During her tenure as chair of the APPC, she spearheaded the creation of the Nomination Manager that is used by faculty and the APPC to help streamline the promotions process to Associate Professor. She is a neonatologist, and a physician-scientist. Her area of research includes: mechanisms that control breathing during development and alternative treatment paradigms for neonatal abstinence syndrome.

Rachel Levine, MD is Associate Professor of Medicine, Johns Hopkins University School of Medicine at Bayview. She has a special interest in work life issues and is a strong supporter of the Office of Women in Science and Medicine, serving on the Research Task Force as Co-chair. In 2010 she was awarded the Joan F. Giambalvo Scholarship Award, also known as the "Fund for the Advancement of Women in Medicine," this award was established to recognize and support research being done on women in medicine. This award supports a multi-institutional study exploring the advising and mentoring needs of female medical students in recognition that the decisions these students make during their education and throughout their life span as a physician will have a profound impact on the medical profession.

Roy Ziegelstein, MD is the Vice Dean for Education at Johns Hopkins University School of Medicine and the Vice Chair of Humanism in the Department of Medicine at Johns Hopkins Bayview Medical Center. He is the Sarah Miller Coulson and Frank L. Coulson, Jr., Professor of Medicine, and the Mary Wallace Stanton Professor of Education. Dr. Ziegelstein received his BA in Biology summa cum laude from Boston University in 1982. He then received his M.D. from Boston University in 1986, and was inducted in the Alpha Omega Alpha Honor Medical Society. Dr. Ziegelstein completed his internship and residency in internal medicine on the Osler Medical Service at Johns Hopkins Hospital in 1989 and was an Assistant Chief of Service (ACS) at Johns Hopkins Hospital from 1989 to 1990. He completed his cardiology fellowship at Johns Hopkins in 1993, with a joint appointment at the NIH. He then joined the cardiology faculty at Johns Hopkins Bayview Medical Center, where he has been on faculty continuously since 1993. The American College of Physicians Maryland Chapter has recognized him with the C. Lockard Conley Award for Contributions to Resident Education and Research and the Theodore E. Woodward Award for Medical Education. He was named a Master of the American College of Physicians

in 2012, and received the Alpha Omega Alpha Robert J. Glaser Distinguished Teacher Award of the Association of American Medical Colleges in 2013.

Dr. Ellen MacKenzie is the Fred and Julie Soper Professor and Chair of the Department of Health Policy and Management of the Johns Hopkins Bloomberg School of Public Health. She is a graduate of the School of Public Health where she earned her doctoral degree in biostatistics. Dr. MacKenzie's research focuses on the impact of health services and policies on the short- and long-term consequences of traumatic injury. She has contributed to the development and evaluation of tools for measuring both the severity and outcome of injury, which have been used to evaluate the organization, financing and performance of trauma care and rehabilitation. Her research has advanced the knowledge of the economic and social impact of injuries and our understanding of how personal and environmental factors influence recovery and return to work. Most recently, Dr. MacKenzie has joined colleagues from around the Country to establish the Major Extremity Trauma Research Consortium (METRC), whose overall goal is to produce the evidence needed to establish treatment guidelines for the optimal care of the wounded warrior and ultimately improve outcomes of both service members and civilians who sustain high energy trauma to the extremities.

Contact Information

For detailed information about the Leadership Program for Women Faculty please contact:

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For information about registration for any of the courses listed here contact:

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