

# The inventory





# ***Academic Career Design - Precision Professional Development***

*Prepared for*  
AAMC GFA Professional Development Webinar  
Feb 10, 2025



**Leadership Advancement  
and Development Academy**



## ***Charlene E. Gamaldo, MD***

*Professor of Neurology, Sleep Medicine, Johns Hopkins*

*Vice Chair of Faculty Development, Neurology*

*Associate Vice Provost, JHU Provost's Leadership - Advancement - Development (L.A.D.) Academy*

*Relator | Arranger | Context | Intellection | Empathy*

*cgamald1@jhmi.edu*



## ***Rachel Marie E. Salas, MD, MEd***

*Professor of Neurology, Sleep Medicine, Johns Hopkins*

*Director, The Johns Hopkins Provost's L.A.D. Academy Early-Career Program Portfolios*

*Individualization | Strategic | Adaptability | Arranger | Activator*

*rsalas3@jhmi.edu*

## After attending this workshop, participants will be able to:



Recognize and articulate their individual character strengths, noting their top 5 signature strengths



Develop strategies to intentionally leverage these strengths in their professional roles



Discuss and share opportunities to integrate Character Strengths into their teaching, advising, mentoring, and professional development practices



Build stronger bonds of community practice





Understanding  
your character  
strengths



Owning your  
character  
strengths



Identify **strategies**  
to apply your  
mature strengths  
in achieving YOUR  
GOALS

Character strengths  
are not separate  
from your  
personality; they  
are an essential  
component





What character strength will you use for this session?

# Intro to Character Strengths



**Traditional Psychology**

**Positive Psychology**





# Guiding Principles

- are capacities
- expressed in combination (plural)
- all 24 matter
- Stable but changing
- expressed in context
- expressed in degrees (dimensional)
- there are many kinds of strengths
- character is being and doing



# Character Strengths and Virtues

A HANDBOOK AND CLASSIFICATION

Christopher Peterson  
Martin E. P. Seligman



## VIA Classification of Character Strengths and Virtues

### Virtue of Wisdom



**Creativity**  
Original, adaptive, ingenuity, seeing and doing things in different ways.



**Curiosity**  
Interest, novelty-seeking, exploration, openness to experience.



**Judgment**  
Critical thinking, thinking through all sides, not jumping to conclusions.



**Love of Learning**  
Mastering new skills & topics, systematically adding to knowledge.



**Perspective**  
Wisdom, providing wise counsel, taking the big picture view.

### Virtue of Courage



**Bravery**  
Valor, not shrinking from threat or challenge, facing fears, speaking up for what's right.



**Perseverance**  
Persistence, industry, finishing what one starts, overcoming obstacles.



**Honesty**  
Authenticity, being true to oneself, sincerity without pretense, integrity.



**Zest**  
Vitality, enthusiasm for life, vigor, energy, not doing things half-heartedly.

### Virtue of Humanity



**Love**  
Both loving and being loved, valuing close relations with others, genuine warmth.



**Kindness**  
Generosity, nurturance, care, compassion, altruism, doing for others.



**Social Intelligence**  
Aware of the motives and feelings of oneself and others, knows what makes others tick.



**Teamwork**  
Citizenship, social responsibility, loyalty, contributing to a group effort.



**Fairness**  
Adhering to principles of justice, not allowing feelings to bias decisions about others.



**Leadership**  
Organizing group activities to get things done, positively influencing others.

### Virtue of Temperance



**Forgiveness**  
Mercy, accepting others' shortcomings, giving people a second chance, letting go of hurt.



**Humility**  
Modesty, letting one's accomplishments speak for themselves.



**Prudence**  
Careful about one's choices, cautious, not taking undue risks.



**Self-Regulation**  
Self-control, disciplined, managing impulses, emotions, and vices.

### Virtue of Transcendence



**Appreciation of Beauty & Excellence**  
Awe and wonder for beauty, admiration for skill and moral greatness.



**Gratitude**  
Thankful for the good, expressing thanks, feeling blessed.



**Hope**  
Optimism, positive future-mindedness, expecting the best & working to achieve it.



**Humor**  
Playfulness, bringing smiles to others, lighthearted - seeing the lighter side.



**Spirituality**  
Connecting with the sacred, purpose, meaning, faith, religiousness.

## CliftonStrengths Summary Reports Resources

Donald Clifton  
Significance | Futuristic | Individualization | Focus | Maximizer



EXECUTING		INFLUENCING		RELATIONSHIP BUILDING		STRATEGIC THINKING	
8 Achiever	15 Prognosticator	12 Achiever	5 Maximizer	33 Reliability	34 Innovator	11 Achiever	22 Relator
17 Strategic	4 Focus	37 Command	14 Self-Rescue	26 Connectiveness	3 Individualization	30 Center	18 Moderator
10 Idealist	9 Responsibility	16 Communication	7 Significance	24 Developer	19 Positivity	2 Empathy	7 Learner
28 Conscientious	32 Restorative	13 Compassion	21 Risk	29 Empathy	35 Builder	25 Harmony	6 Organizer
23 Self-Reliance				31 Healing			

You Lead With Influencing CliftonStrengths Themes

Those who lead by influencing help their team reach a much broader audience. People with strength in this domain are always selling the team's case inside and outside the organization. When you need someone to take charge, speak up, and make sure your group's heart is heard, look to someone with the strength to influence.

### Your CliftonStrengths Reports

**CliftonStrengths 34 Report**  
All 34 themes in order with custom descriptions of your top five, domains and how to navigate weaknesses.

**Strengths Insight Guide**  
In-depth analysis and unique descriptions of your top five CliftonStrengths themes.

**CliftonStrengths for Managers Report**  
Manager-specific descriptions of your top 10 themes, action items, reflection questions and more.

VIEW ALL REPORTS >

I would like to:

View My Reports >

Complete On-Demand Learning >

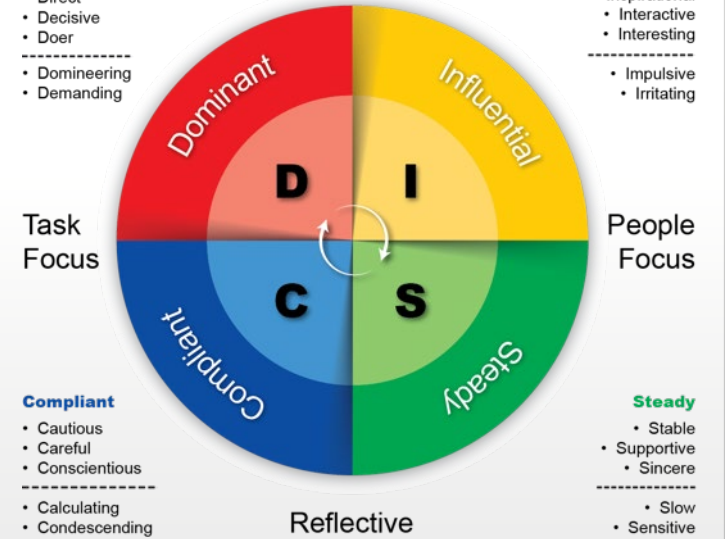
Send a Digital Drop >

Create My Certificate >

### Dominant

- Direct
- Decisive
- Doer
- 
- Domineering
- Demanding

### Active



### Influential

- Inspirational
- Interactive
- Interesting
- 
- Impulsive
- Irritating

Task Focus

People Focus

### Compliant

- Cautious
- Careful
- Conscientious
- 
- Calculating
- Condescending

### Reflective

### Steady

- Stable
- Supportive
- Sincere
- 
- Slow
- Sensitive






VIA Character Strengths	Clifton Strengths
Core character	Talent themes
Values-character based	Skills-based
24 matter	34 (Top/supporting)





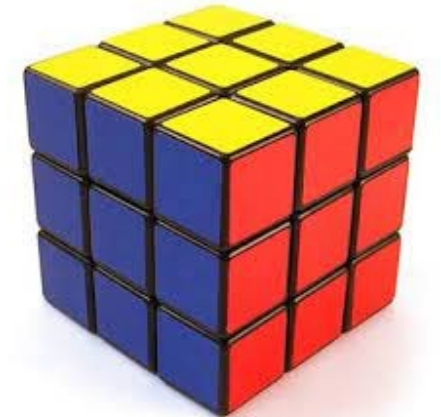
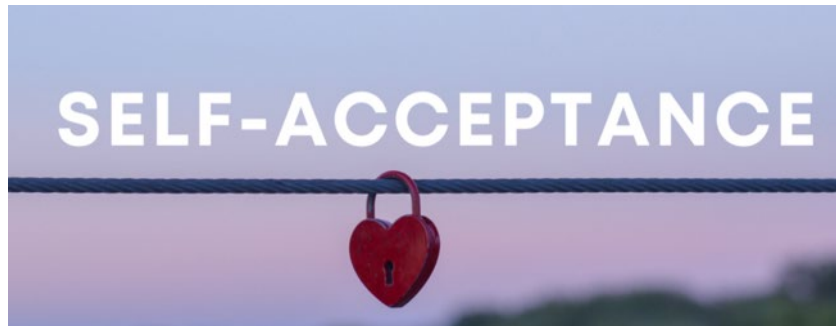
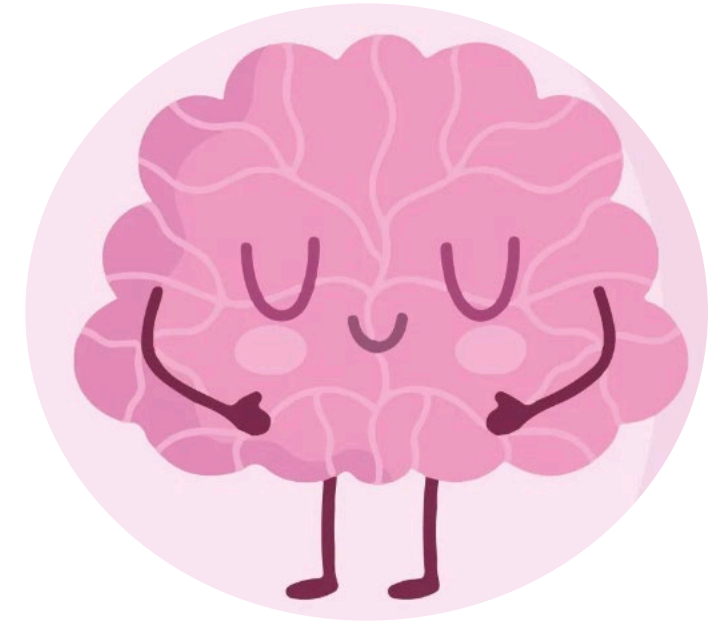
# The VIA Classification of 24 Character Strengths

ViaCharacter.org

<b>WISDOM</b>	<b>CREATIVITY</b> <ul style="list-style-type: none"> <li>• Originality</li> <li>• Adaptive</li> <li>• Ingenuity</li> </ul>	<b>CURIOSITY</b> <ul style="list-style-type: none"> <li>• Interest</li> <li>• Novelty-Seeking</li> <li>• Exploration</li> <li>• Openness</li> </ul>	<b>JUDGMENT</b> <ul style="list-style-type: none"> <li>• Critical Thinking</li> <li>• Thinking Things Through</li> <li>• Open-mindedness</li> </ul>	<b>LOVE OF LEARNING</b> <ul style="list-style-type: none"> <li>• Mastering New Skills &amp; Topics</li> <li>• Systematically Adding to Knowledge</li> </ul>	<b>PERSPECTIVE</b> <ul style="list-style-type: none"> <li>• Wisdom</li> <li>• Providing Wise Counsel</li> <li>• Taking the Big Picture View</li> </ul>
<b>COURAGE</b>	<b>BRAVERY</b> <ul style="list-style-type: none"> <li>• Valor</li> <li>• Not Shrinking from Fear</li> <li>• Speaking Up for What's Right</li> </ul>	<b>PERSEVERANCE</b> <ul style="list-style-type: none"> <li>• Persistence</li> <li>• Industry</li> <li>• Finishing What One Starts</li> </ul>	<b>HONESTY</b> <ul style="list-style-type: none"> <li>• Authenticity</li> <li>• Integrity</li> </ul>	<b>ZEST</b> <ul style="list-style-type: none"> <li>• Vitality</li> <li>• Enthusiasm</li> <li>• Vigor</li> <li>• Energy</li> <li>• Feeling Alive</li> </ul>	
<b>HUMANITY</b>	<b>LOVE</b> <ul style="list-style-type: none"> <li>• Both Loving and Being Loved</li> <li>• Valuing Close Relations with Others</li> </ul>	<b>KINDNESS</b> <ul style="list-style-type: none"> <li>• Generosity</li> <li>• Nurturance</li> <li>• Care &amp; Compassion</li> <li>• Altruism</li> <li>• "Niceness"</li> </ul>			<b>SOCIAL INTELLIGENCE</b> <ul style="list-style-type: none"> <li>• Aware of the Motives/Feelings of Self/Others</li> <li>• Knowing what Makes Other People Tick</li> </ul>
<b>JUSTICE</b>	<b>TEAMWORK</b> <ul style="list-style-type: none"> <li>• Citizenship</li> <li>• Social Responsibility</li> <li>• Loyalty</li> </ul>			<b>FAIRNESS</b> <ul style="list-style-type: none"> <li>• Just</li> <li>• Not Letting Feelings Bias Decisions About Others</li> </ul>	<b>LEADERSHIP</b> <ul style="list-style-type: none"> <li>• Organizing Group Activities</li> <li>• Encouraging a Group to Get Things Done</li> </ul>
<b>TEMPERANCE</b>		<b>FORGIVENESS</b> <ul style="list-style-type: none"> <li>• Mercy</li> <li>• Accepting Others' Shortcomings</li> <li>• Giving People a Second Chance</li> </ul>	<b>HUMILITY</b> <ul style="list-style-type: none"> <li>• Modesty</li> <li>• Letting One's Accomplishments Speak for Themselves</li> </ul>	<b>PRUDENCE</b> <ul style="list-style-type: none"> <li>• Careful</li> <li>• Cautious</li> <li>• Not Taking Undue Risks</li> </ul>	<b>SELF-REGULATION</b> <ul style="list-style-type: none"> <li>• Self-Control</li> <li>• Disciplined</li> <li>• Managing Impulses &amp; Emotions</li> </ul>



# Benefits of Recognizing Your Strengths





# Character Strengths in Academia

**Self-Awareness & Growth**

**Improved Engagement**

**Innovative Problem Solving**

**Mindfulness & Wellbeing**

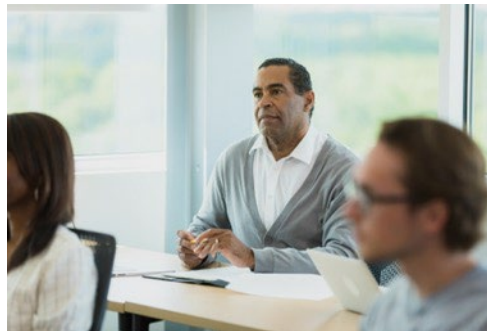


**Enhanced Connection**

**Personalized Mentorship**

**Leadership Development**

**Improved Teams**

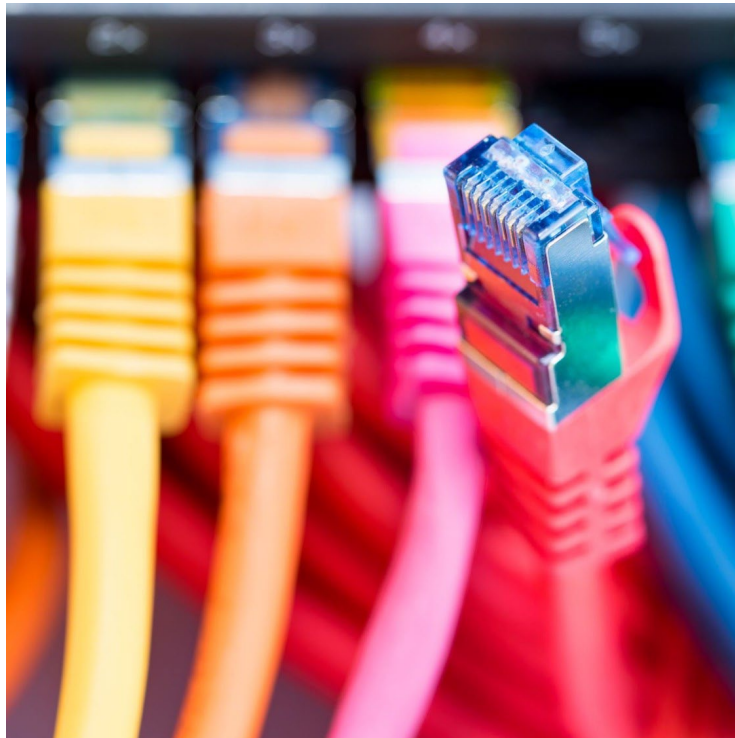


# Academic Career Design:

*Personalizing professional development utilizing strengths psychology instruments*



# Best Practices: Mentor & Giving Feedback



The National  
Academies of  
SCIENCES  
ENGINEERING  
MEDICINE

## The Science of Effective Mentoring in STEMM



# Combat Imposter Phenomenon with Strengths Recognition

---

“Inability to internalize and own their successes”

- *Audrey Ervin, PhD*

## Mentoring Someone with Imposter Syndrome

by W. Brad Johnson and David G. Smith

Published on HBR.org / February 22, 2019 / Reprint [H04T6V](#)



# Mentorship Burnout Strategies

- Time out & reflect
- Carefrontation
- Burnout assessment
- Conserve & delegate
- Establish mentor legacy tree
- **Leverage & lean into strengths & values** as mentor
- Openly discuss burnout





Do you have a “shadow side”  
to any of your character  
strengths that has negatively  
affected your teaching,  
mentoring, or advising style?







Our Mid-Career Faculty: Special Considerations



# Academic Career Design: Building Blocks





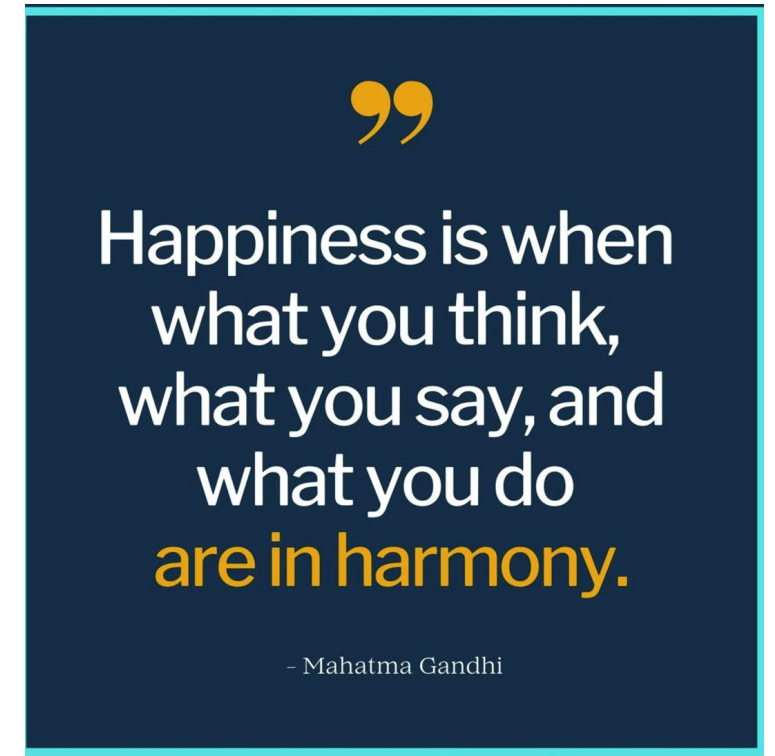
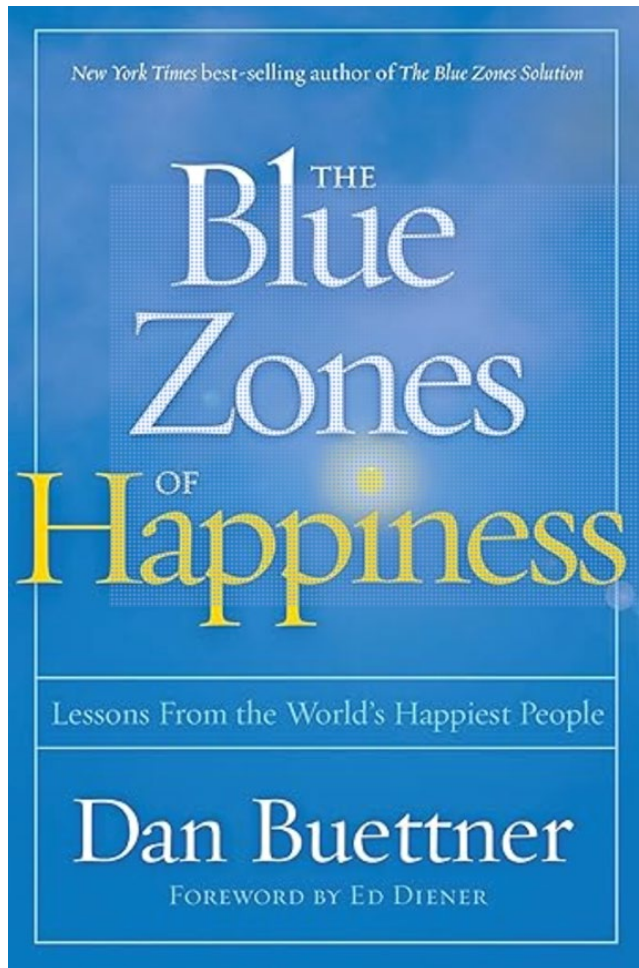
# Values Alignment 101

*The power of aligning purpose at work and how simple it can be*

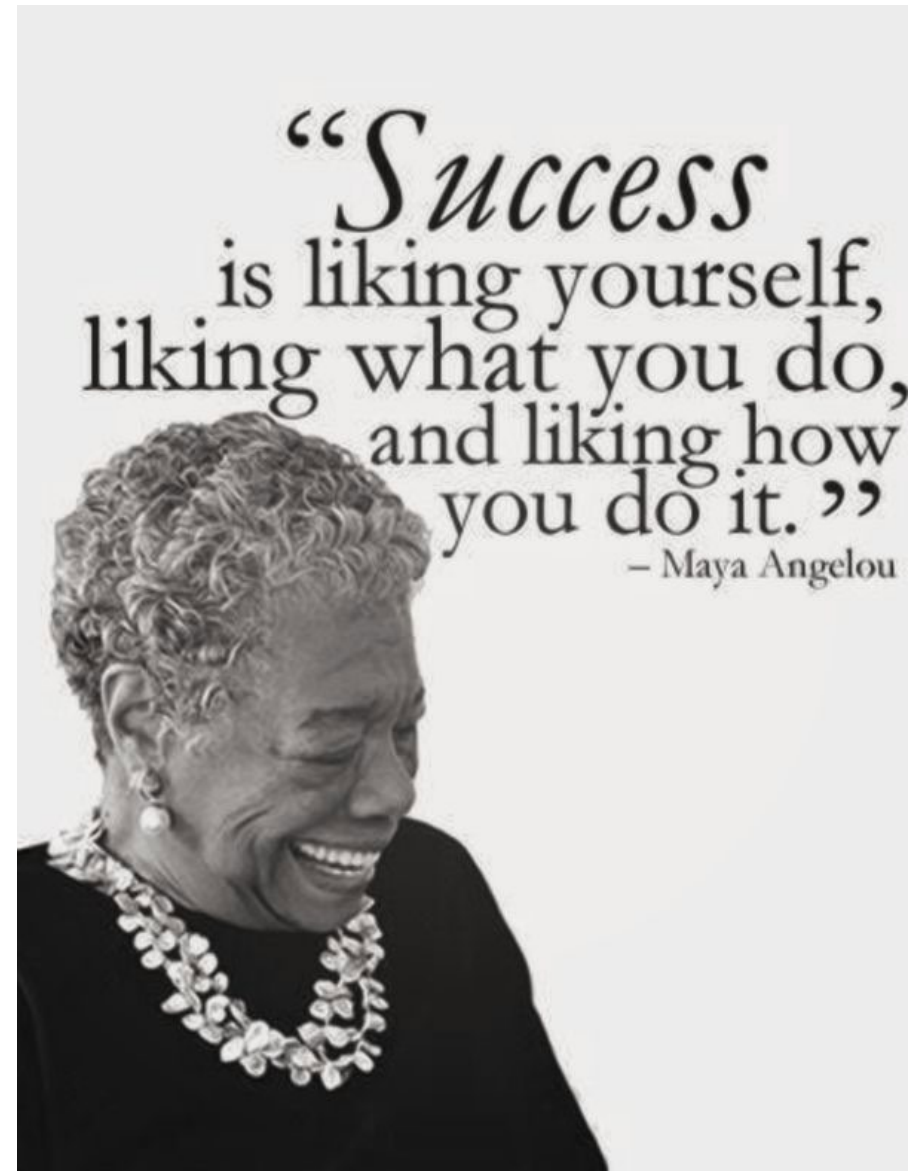
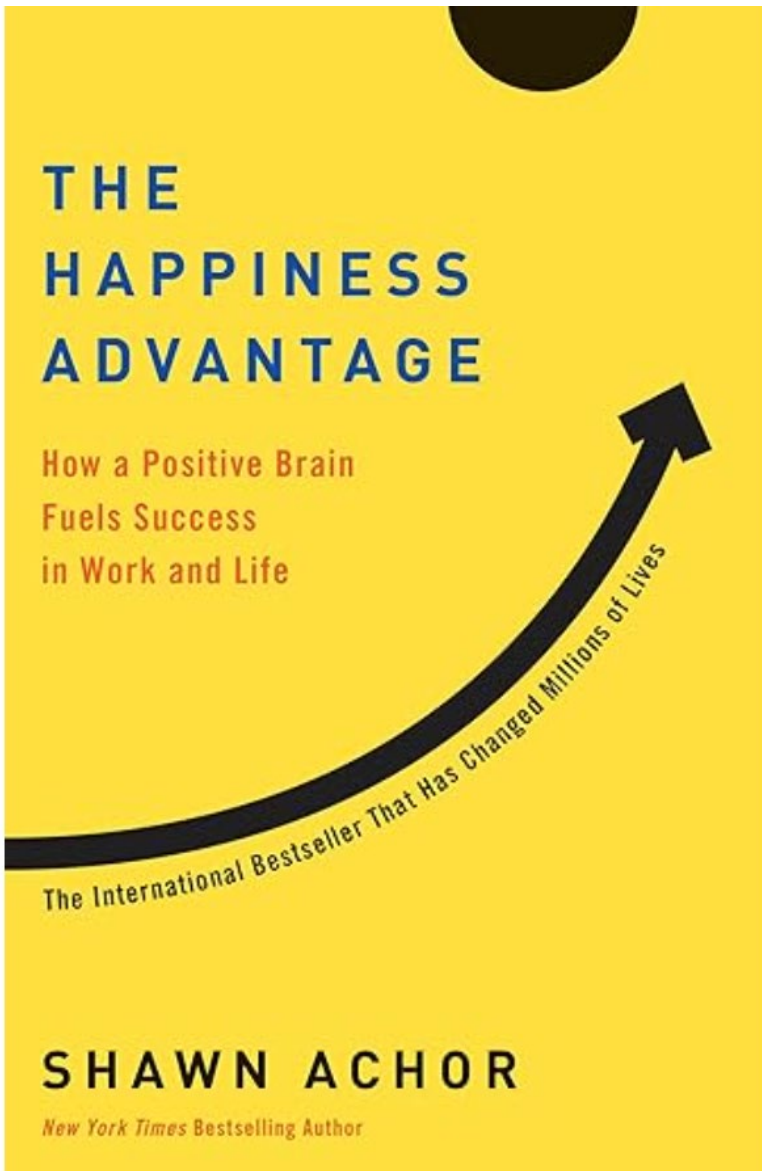
**44% of millennials would leave their employers if they could** and this is further compounded by a lack of values alignment.

Deloitte 2016











**Rachel Salas**  
Director, Early Career  
Program Portfolios



**Jun Fang**  
Director, Instructional Design



**Charlene Gamaldo**  
Associate Vice Provost



**Julie Perretta**  
Executive Director



**Toni Ungaretti**  
Director, Late Career &  
Leadership Program  
Portfolios



**JOHNS HOPKINS**  
UNIVERSITY

**Leadership Advancement  
and Development Academy**

*“Cultivating Academic & Leadership Identities  
From Time of Hire to Retire”*





# Open Discussion: Final thoughts

