

SOCIETY OF UNIVERSITY SURGEONS

LEADERSHIP AGILITY PROGRAM

September 9-11, 2024

Kellogg School of Management, Northwestern University, Evanston, IL



Northwestern
Kellogg
School of Management

PROGRAM

LEADERSHIP AGILITY PROGRAM

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GENERAL INFORMATION

PROGRAM OVERVIEW

The SUS Leadership Agility Program, designed in collaboration with Kellogg School of Management, equips leaders to advance their careers in academic medicine amidst an ever-changing landscape. The program leverages Kellogg's strength in meeting the unique design requirements of the healthcare sector through faculty and practitioners who have instructed thousands of healthcare professionals on their leadership journey. This program is rooted in theory-driven knowledge and concrete strategies that allow participants to put new ideas into action.

WHO SHOULD ATTEND/TARGET AUDIENCE

Aspiring Surgical Leaders, Division Chiefs, Center Leaders, Hospital and Medical School Leaders

VENUE

The course will take place at the James L. Allen Center, which is located on Northwestern University's Evanston, Illinois campus on the western shores of Lake Michigan. The Allen Center is designed to facilitate peer learning and informal interactions among faculty and participants. It is completely self-contained with classrooms of all shapes and sizes, fully equipped study-group rooms, bedrooms, dining rooms, lounge areas, snack rooms, laundry service and an exercise room. During your stay, you will enjoy a private bedroom and bathroom at the Allen Center. The Evanston Campus is about a 30-minute drive from Chicago's O'Hare International Airport, with taxis and rideshares readily available going both to and from the airport to the Allen Center.



REGISTRATION INFORMATION

What is Included

- Private lodging at the Allen Center the evenings of September 9 and 10, 2024
- All meals (Breakfast, Lunch, Dinner) for the duration of the course beginning with Lunch on September 9 and concluding with Lunch on September 11
- Tuition
- Course materials and conference accessories

This course is limited to 30 participants and guests are not permitted. Travel to and from the course is the responsibility of the registrant.

Registration Fees

Fee information will be available soon.

CANCELLATION & REFUND POLICY

If a registrant is unable to attend, their registration may be transferred to another registrant of the same category. Transfer requests must be submitted in writing to info@susweb.org. If a registrant is unable to transfer their spot in the course by August 9, 2024, a refund will be issued, less a \$500 cancellation fee. Registration cancellation requests must be made in writing and received by August 9, 2024, to info@susweb.org. No refunds will be issued for cancellations received after August 9, 2024. “No Shows” are subject to the full course fee.

For more information about this program, visit the SUS website at www.susweb.org or email info@susweb.org.



Program sessions and faculty are subject to change.

MONDAY, SEPTEMBER 9, 2024

11:45 am – 12:45 pm	*OPTIONAL* Lunch
12:45 pm – 1:00 pm	Program Welcome <i>Diana Cordova, Clinical Professor of Executive Education, Kellogg School of Management, and Thomas Varghese, Jr., MD, MS, MBA, SUS President</i>
1:00 pm – 4:15 pm	Values-Based Leadership <i>Harry Kraemer, MBA</i> (Break from 2:30 pm – 2:45 pm)
4:30 pm – 6:00 pm	Generative AI for Physician Leaders <i>Mohan Sawhney, PhD, MBA</i>
6:00 pm – 7:30 pm	Reception and Dinner SUS Keynote Speaker <i>Sandra L. Wong, MD, MS</i>

TUESDAY, SEPTEMBER 10, 2024

8:30 am – 11:45 am	Negotiation Essentials: Tools and Strategies <i>Tanya Menon, PhD</i> (Break from 10:00 am – 10:15 am)
11:45 am – 1:00 pm	Lunch and Group Photo
1:00 pm – 4:15 pm	Understanding the Changing Healthcare Ecosystem <i>Craig Garthwaite, PhD</i> (Break from 2:30 pm – 2:45 pm)
4:30 pm – 6:00 pm	Data-Driven Storytelling <i>Steve Franconeri, PhD</i>
6:00 pm – 7:30 pm	Cocktails and Dinner

WEDNESDAY, SEPTEMBER 11, 2024

8:30 am – 11:45 am	Understanding Financial Statements <i>Sri Sridharan, PhD</i> (Break from 10:00 am – 10:15 am)
11:45 am – 1:00 pm	Lunch
1:00 pm – 4:15 pm	Leading Organizational Change <i>Richard Jolly, MBA</i> (Break from 2:30 pm – 2:45 pm)
4:30 pm – 5:00 pm	Program Evaluations and Concluding Remarks

DATA-DRIVEN STORYTELLING

Your value in an organization is largely driven by your ability to persuasively propose ideas and solutions that are driven by analyses of data and evidence. This session will review and implement research-based guidelines, drawn from cognitive science, data visualization and graphic design for effectively uploading those ideas to the brains of your audience in engaging, clear and memorable ways.

GENERATIVE AI FOR PHYSICIAN LEADERS

This session will provide participants with an overview of Generative AI and how to harness the potential of Gen AI across the enterprise. We will begin by defining GenAI, the GenAI technologies including infrastructure, foundation models and applications. We will outline the use of cases for GenAI across the enterprise value chain, with a special emphasis on medical applications. Participants will learn how to define a business case for GenAI using a proprietary framework called the Generative AI Canvas, as well as how to build GenAI capabilities through the AI Capability Maturity Model. The learning objectives for this session include: Understand the landscape of Generative AI; Develop an Enterprise Generative AI strategy; Map business cases for Generative AI; and Appreciate the risks and challenges posed by Generative AI.

LEADING ORGANIZATIONAL CHANGE

Change – why is change so difficult in organizations and how can you overcome the obstacles to ensure effective change?

NEGOTIATION ESSENTIALS: TOOLS AND STRATEGIES

Negotiation skills are used in all aspects of your business and personal life. Learning how to maximize the benefits and returns to you and your team without reaching a stalemate position is a goal of this lively and useful session. Update your skills based on current research regarding the art and science of negotiations, mediation, and conflict resolution. Using experiential exercises, this session draws on class participation, faculty analysis and discussion of the results to demonstrate effective negotiation techniques.

UNDERSTANDING FINANCIAL STATEMENTS

While financial statements are essential diagnostic tools for assessing the health of any business, few physicians (and many managers) are trained to understand or analyze them. This session will present the origin, use and analysis of the three key financial statements. Additionally, the session will cover the basics of cash, accrual and cost accounting and why and when each may be appropriately employed.

UNDERSTANDING THE CHANGING HEALTHCARE ECOSYSTEM

This session will present a current point of view on the state of the industry.

VALUES-BASED LEADERSHIP

Values-based leaders seek to inspire and motivate, using their influence to pursue their most deeply felt goals. In this session, participants will explore the characteristics and challenges of leadership as it exists and can exist in various organizational setting. A framework of principles of values-based leadership will help participants make their organizations beacons of enduring values.

For more information, visit the SUS website at www.susweb.org or email info@susweb.org.

SANDRA L. WONG, MD, MS

William N. and Bessie Allyn Professor of Surgery

Chair of the Department of Surgery at Dartmouth-Hitchcock Medical Center and the Geisel School of Medicine at Dartmouth

Dean, Emory University School of Medicine (March 2024)

Chief Academic Officer, Emory Healthcare (March 2024)



Dr. Wong is a surgical oncologist and health services researcher. Her NIH-funded research program broadly addresses health care delivery and currently focuses on (1) the development and implementation of electronically-captured patient reported outcomes to improve symptom management and (2) the study of disparities in access to and outcomes of cancer surgery for rural patients. She has also been honored with numerous medical student and resident teaching awards. Dr. Wong is Past President of the Society of Surgical Oncology, the Society of Surgical Chairs and the Society of University Surgeons.



KELLOGG FACULTY BIOS

STEVE FRANCONERI, PhD

Professor of Psychology, Weinberg College of Arts & Sciences

Professor of Design, McCormick School of Engineering (Courtesy)

Director, Northwestern Cognitive Science Program



Steven Franconeri is leading scientist, teacher, and speaker on visual thinking, visual communication, and the psychology of data visualization. He is a Professor of Psychology in the Weinberg College of Arts & Sciences at Northwestern, Director of the Northwestern Cognitive Science Program, as well as a Kellogg Professor of Management & Organizations by Courtesy. He is the director of the Visual Thinking Laboratory, where a team of researchers explore how leveraging the visual system – the largest single system in your brain – can help people think, remember, and communicate more efficiently.

His undergraduate training was in computer science and cognitive science at Rutgers University, followed by a PhD in Experimental Psychology from Harvard University, and postdoctoral research at the University of British Columbia. His work on both Cognitive Science and Data Visualization has been funded by the National Science Foundation, as well as the Department of Education, and the Department of Defense. He has received a prestigious National Science Foundation CAREER award, given to researchers who combine excellent research with outstanding teaching, and he has received a Psychonomic Society Early Career award for his research on visual thinking.

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CRAIG GARTHWAITE, PhD

Professor of Strategy

Herman Smith Research Professor in Hospital and Health Services Management

Director of Healthcare at Kellogg



Professor Garthwaite is the Herman R. Smith Research Professor in Hospital and Health Services, a Professor of Strategy, and the Director of the Program on Healthcare at Kellogg (HCAK). He is an applied economist whose research examines the business of healthcare with a focus on the interaction between private firms and public policies. His recent work in the payer and provider sectors has focused on the private sector effects of the Affordable Care Act, the impact and operation of Medicaid Managed Care plans, the responses of non-profit hospitals to financial shocks, and the economic effects of expanded social insurance programs such as Medicaid and Medicare for All. Professor Garthwaite also studies questions of pricing and innovation in the biopharmaceutical sector. In this area he has examined the effect of changes in market size of investments in new product development, the evolving world of precision medicine, expanded patent protection on pricing in the Indian pharmaceutical market, the innovation response of United States pharmaceutical firms to increases in demand, and the relationship between health insurance expansions and high drug prices.

RICHARD JOLLY, MBA

Clinical Associate Professor of Management & Organizations



Richard Jolly is an Associate Clinical Professor of Executive Education at Kellogg. He teaches Power in Organizations (MORS 453) and Leadership in Organizations (MORS 430), as well as leading a GIM trip to UK and France on the theme of Leadership and Organizational Change. As well as teaching on a number of Executive Education programs, he is advising on the redesign of the Executive Development Program and the Executive Leadership Program. Before moving to the Midwest, Richard has taught at the London Business School (LBS) for the past 21 years during which time he has consistently been one of the school's most highly rated, innovative and award-winning lecturers. He has taught at Columbia Business School for 13 years and at 20 other academic institutions around the world. He has taught core OB and leadership courses, electives on organizational change, power and politics, and inter-personal dynamics, as well as on all the flagship Exec Ed open programs and custom programs for more than 90 Kellogg and LBS global clients in the UK and across Europe, the Americas, the Middle East, Africa and Asia, focusing on leadership, organizational change, culture, power and politics, team dynamics and building resilience. He has also designed, launched and co-directed two new Exec Ed open programs – Leading Change and Professional Services – Strategic Client Relationships. Richard has been identified as one of the most entrepreneurial course creators having created two highly popular electives – Paths to Power and Inter-Personal Dynamics; student field trips to UK, France, Peru and Mexico; and the London Core Application Practicum consulting program for technology, media and telecoms, and government, healthcare and the third sector. He has also designed, launched and co-directed two Executive Education open programs, “Professional Services: Strategic Client Relationships” and “Leading Change”.

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HARRY KRAEMER, MBA

Clinical Professor of Management & Organizations



Harry M. Jansen Kraemer, Jr. is an executive partner with Madison Dearborn Partners, a private equity firm based in Chicago, Illinois and a Clinical Professor of Leadership at Northwestern University's Kellogg School of Management. He was named the 2008 Kellogg School Professor of the Year. Harry is the author of three bestselling leadership books: *From Values to Action: The Four Principles of Values-Based Leadership*, *Becoming The Best: Build a World-Class Organization Through Values-Based Leadership*, and *Your 168: Finding Purpose and Satisfaction in a Values-Based Life*.

He is the former chairman and chief executive officer of Baxter International Inc., a \$12 billion global healthcare company. He became Baxter's chief executive officer in January 1999, and assumed the additional responsibility of chairman of Baxter's board of directors in January 2000.

Mr. Kraemer joined Baxter in 1982 as director of corporate development. His twenty three year career at Baxter included senior positions in both domestic and international operations. In 1993, he was named senior vice president and chief financial officer, responsible for financial operations, business development, global communications, and European operations. Over the next several years, he assumed additional responsibility for Baxter's Renal and Medication Delivery businesses. He was elected to Baxter's board of directors in 1995, and was named president of Baxter International Inc. in 1997.

Before joining Baxter, Mr. Kraemer worked for Bank of America in corporate banking and for Northwest Industries in planning and business development.

TANYA MENON, PhD

Professor of Management and Human Resources, Fisher College of Business, Ohio State University



Tanya Menon is Professor of Management and Human Resources at Fisher College of Business, Ohio State University and a frequent presenter in Kellogg Executive Education custom and open enrollment programs. She studies how people think about relationships, and how this affects the way they make decisions, collaborate, and lead at work. Her research has been cited in various media outlets including NPR, the *Wall Street Journal*, *Boston Globe*, *The Chicago Tribune*, *The Times of London* (UK), and the *Guardian* (UK). She has won multiple teaching awards (at both Ohio State and as Associate Professor at the University of Chicago). She has conducted corporate trainings, keynotes, and consulting all over the world (including for US Intelligence Community, Discover Financial Services, CareerBuilder.com, Wright Patterson Air Force Base, McKinsey Academy, DHL, Cummins, Express, Scotts, Citibank (India), Tetrapak (Italy), Aetna, Sherwin Williams, Erie Insurance, McCormick, the Environmental Protection Agency, American Bar Association Chief Bar Executives, Ronald McDonald House Charities, and the Deloitte Women's group).

Menon earned a bachelor's degree in sociology from Harvard University in 1995 and her Ph.D. from Stanford Graduate School of Business. Prior to graduate school, Menon was a research assistant in INCAE Business School in Costa Rica and an intern in Morgan Stanley's London office. She is currently Associate Editor at *Management Science* journal. She wrote a book with Kellogg School of Management Professor Leigh Thompson, *Stop Spending, Start Managing: Strategies to transform wasteful habits* (2016, Harvard Business Review Press).

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MOHAN SAWHNEY, PHD, MBA

Associate Dean, Digital Innovation

McCormick Foundation Chair of Technology

Clinical Professor of Marketing

Director of the Center for Research in Technology & Innovation



Prof. Sawhney is a globally recognized scholar, teacher, consultant and speaker in business innovation, modern marketing, and Artificial Intelligence applications in business.

Prof. Sawhney has written seven management books as well as dozens of influential articles in leading academic journals and managerial publications. His most recent book, *The Sentient Enterprise: The Evolution of Business Decision Making*, was published in October 2017 and was on the Wall Street Journal bestseller list. He has also written a book of poetry called *Love, Longing and Loneliness* in 2014. His research has been published in leading journals like *California Management Review*, *Harvard Business Review*, *Journal of Interactive Marketing*, *Management Science*, *Marketing Science*, *MIT Sloan Management Review*, and *Journal of the Academy of Marketing Science*. He is a contributor to *Forbes* and his articles have been published in *Fortune*, *Financial Times*, *CIO Magazine* and *TheHill.com*.

Prof. Sawhney is a pioneer in online executive education. He has created 8 successful SPOCs (Small Online Private Courses), including *Digital Marketing Strategies*, *Product Strategy*, *AI Applications for Growth*, *Influencer Marketing Strategy*, and the *Kellogg Chief Product Officer Program*. These online courses have enrolled over 15,000 students from December 2018 to February 2023. He has also co-authored simulation games like *DigiStrat* (2021), *CloudStrat* (2020) and *PhotoWars*. He has authored over 30 case studies. In 2021, he was ranked by the Case Center as 23rd in the list of top academic case writers in the world. He has won several awards for his teaching and research, including the 2006 Sidney Levy Award for Teaching Excellence at the Kellogg School, the 2005 runner-up for Best Paper in *Journal of Interactive Marketing*, the 2001 Accenture Award for the best paper published in *California Management Review* in 2000 and the Outstanding Professor of the Year at Kellogg in 1998. He received the Distinguished Alumnus Award from the Indian Institute of Management, Calcutta in 2011 and the Global Alumni Recognition Award from the Indian Institute of Technology, Delhi in 2021.

SRI SRIDHARAN, PhD

John and Norma Darling Distinguished Professor in Financial Accounting

Professor, Northwestern University Pritzker School of Law (Courtesy)



Swaminathan (Sri) Sridharan is the John and Norma Darling Distinguished Professor in Financial Accounting. Professor Sridharan's research focuses on information-driven asset valuation, corporate risk management strategies, firms' resource allocation decisions in the context of asymmetric information, optimal contract design and corporate disclosures. His papers have been published in such journals as *The RAND Journal of Economics*, *The Management Science*, *Journal of Accounting Research*, *Journal of Accounting and Economics*, *The Accounting Review*, and *Contemporary*

Accounting Review. Professor Sridharan teaches both managerial and financial accounting at the MBA level and at the Northwestern University's Pritzker Law School. He was a 2003 recipient of the Chair's Core Teaching Award for excellence in teaching in the MBA program. He also teaches at the executive MBA level as well as in several of Kellogg's international programs. At the doctoral level, he offers a seminar on *Information Economics and Analytical Accounting Research*. He joined the Kellogg School faculty in 1990 after receiving his doctorate from the University of Pittsburgh. Prior work experience included work as the Chief Financial Officer for a group of international manufacturing companies and as a Senior Manager and Partner in an accounting firm in Chennai, India.