

SOCIETY OF UNIVERSITY SURGEONS

LEADERSHIP AGILITY PROGRAM

September 7-9, 2023

Kellogg School of Management, Northwestern University, Evanston, IL



Northwestern
Kellogg
School of Management

2023 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 Graduate Hotel, which is a nearby hotel within walking distance (a shuttle will also be available for participants). The Evanston Campus is about a 30-minute drive from Chicago's O'Hare International Airport, with taxis readily available going both to and from the airport to the Allen Center.



REGISTRATION INFORMATION

What is Included

- Private lodging at The Graduate Hotel the evenings of September 7 and 8, 2023
- All meals (Breakfast, Lunch, Dinner) for the duration of the course beginning with Lunch on September 7 and concluding with Lunch on September 9
- 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

Early Bird Registration (June 30, 2023):

- \$5,600 for SUS Members
- \$6,100 for Non Members

After June 30, 2023:

- \$5,900 for SUS Members
- \$6,400 for Non Members

Additional fee if arriving to the course early on September 6, 2023:

- \$220 (includes lodging on the night of September 6 at The Graduate Hotel and meals at the Allen Center)

To register for this program, go to <https://cvent.me/A81kyW>.

Leadership Agility Program Participants will be required to comply with the Kellogg Executive Education's COVID-19 Safety Plans. Visit www.kellogg.northwestern.edu/executive-education/coronavirus-response.aspx for the most up-to-date information.

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 7, 2023, a refund will be issued, less a \$500 cancellation fee. Registration cancellation requests must be made in writing and received by August 7, 2023 to info@susweb.org. No refunds will be issued for cancellations received after August 7, 2023. "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.

THURSDAY, SEPTEMBER 7

- 11:45 am – 12:45 pm ***OPTIONAL* Lunch**
- 12:45 pm – 1:00 pm **Program Welcome** – *Diana Cordova, Clinical Professor of Executive Education, Kellogg School of Management, and Timothy Donahue, MD, SUS President*
- 1:00 pm – 4:15 pm **Leading in Volatile, Uncertain, Complex and Ambiguous (VUCA) Environments** – *Bernard Banks, PhD*
(Break from 2:30 pm – 2:45 pm)
- 4:30 pm – 6:00 pm **Data-Driven Storytelling** – *Steve Franconeri, PhD*
- 6:00 pm – 7:30 pm **Reception and Dinner**
SUS Keynote Speaker – *Patricia L. Turner, MD, MBA, FACS, Executive Director and CEO, American College of Surgeons*

FRIDAY, SEPTEMBER 8, 2023

- 8:30 am – 11:45 am **Negotiation Essentials: Asking Effectively for Yourself and Your Organization** – *Tanya Menon, PhD*
(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** – *Craig Garthwaite, PhD*
(Break from 2:30 pm – 2:45 pm)
- 4:30 pm – 6:00 pm **Values-Based Leadership** – *Harry Kraemer, MBA*
- 6:00 pm – 7:30 pm **Cocktails and Dinner**

SATURDAY, SEPTEMBER 9, 2023

- 8:30 am – 11:45 am **Understanding Financial Statements** – *Sri Sridharan, PhD*
(Break from 10:00 am – 10:15 am)
- 11:45 am – 1:00 pm **Lunch**
- 1:00 pm – 4:15 pm **Leading Organizational Change** – *Richard Jolly, MBA*
(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.

LEADING ORGANIZATIONAL CHANGE

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

LEADING IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS (VUCA) ENVIRONMENTS

Today's business operating environment is becoming increasingly more complex. Consequently, understanding what attributes/capabilities firms must develop in their people to contend with the complexity is essential to success in the future. This session examines several frameworks developed by the U.S. military and other researchers to enhance the ability to successfully navigate Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments.

NEGOTIATION ESSENTIALS: ASKING EFFECTIVELY FOR YOURSELF AND YOUR ORGANIZATION

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.

To register for this program, go to <https://cvent.me/A81kyW>. For more information, visit the SUS website at www.susweb.org or email info@susweb.org.

PATRICIA L. TURNER, MD, MBA, FACS

*Executive Director and CEO
American College of Surgeons*



Patricia L. Turner, MD, MBA, FACS is the Executive Director and Chief Executive Officer of the American College of Surgeons and a Clinical Associate Professor at the University of Chicago Medicine. She was previously Director of the Division of Member Services at the American College of Surgeons, and before joining the College, Dr. Turner spent eight years in full-time academic practice on the University of Maryland School of Medicine faculty, where she was the surgery residency program director. Roles in national professional organizations or institutions include member of the Boards of Directors of the Council of Medical Specialty Societies and OceanFirst Bank (OCFC), Corporate Member CEO of The Joint Commission, Specialty Society CEO Coalition member, and Chair of the Society of Black Academic Surgeons Foundation Fund, Past Chair of the American College of Surgeons' Delegation to the AMA House of Delegates, AMA Council on Medical Education, and Surgical Section of the NMA, Past President of the Society of Black Academic Surgeons and past member of the Wake Forest Baptist Medical Center Board of Directors.

A graduate of the University of Pennsylvania and the Bowman Gray School of Medicine at Wake Forest University, Dr. Turner continued her training as an intern and resident in surgery at Howard University Hospital in Washington, DC. Her fellowship training in minimally invasive and laparoscopic surgery was completed at the Mount Sinai School of Medicine, Weill-Cornell University School of Medicine, and Columbia University School of Medicine in New York City. Her MBA was completed at the University of Maryland Robert H. Smith School of Business. Dr. Turner is board certified in surgery, is a Fellow of the American College of Surgeons, and member of the American Surgical Association, American Medical Association, National Medical Association, Southern Surgical Association, Southeastern Surgical Congress, Society of University Surgeons, Society of Black Academic Surgeons, Association of Women Surgeons, Latino Surgical Society, and an honorary member of EAST, the Excelsior Surgical Society, and Asociación Colombiana de Cirugía.



BERNARD BANKS, PhD

Associate Dean for Leadership Development and Inclusion

Clinical Professor of Management and Organizations



Bernard (Bernie) Banks is a noted expert on the subjects of leadership and organizational change. Currently, he is the Associate Dean for Leadership Development and Inclusion and a Clinical Professor of Management at Northwestern University's Kellogg School of Management. As an Associate Dean, Bernie is accountable for leader development integration across the school's global portfolio of programs. He is also accountable for the generation, integration and implementation of Diversity/Equity/Inclusion initiatives for the institution. Bernie retired from the United States Army as a Brigadier General in 2016 after having successfully led West Point's Department of Behavioral Sciences & Leadership from 2012-2016. In addition to having studied leadership extensively, he has led multiple military units ranging in size from 10 to 3000+ people. In 1995, Bernie was selected from over 40,000 officers to receive the Army's top award for entry-level managers (General Douglas MacArthur Leadership Award). In 2006, the Apache Helicopter unit he was leading in South Korea was designated as the top Apache Helicopter unit globally in the U.S. Army's annual best aviation unit competition. A West Point graduate, Bernie is broadly educated. He holds graduate degrees from Northwestern, Columbia, and Harvard Universities. Additionally, he earned his Ph.D. in social-organizational psychology from Columbia University. Bernie's work has been published in a variety of outlets. Furthermore, he has worked extensively with organizations across all sectors concerning their leader development efforts.

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 Ph.D. 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.



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 70 LBS clients. 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 new, highly popular electives – Paths to Power and Inter-Personal Dynamics; student field trips to Lima, Peru and Mexico City; and the London Core Application Practicum consulting program for technology, media and telecoms and government, healthcare and third sector.

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

Visiting Associate Professor

Kellogg Team and Group Research Center (KTAG)



Tanya Menon speaks, writes and consults on collaboration and negotiations. Her research focuses on how people think about their relationships and the habits that allow them to build positive connections with other people. Menon is Associate Professor at the Ohio State University's Fisher College of Business and served as Visiting Associate Professor, Kellogg Team and Group Research Center (KTAG) at the Kellogg School of Management. Her research has been cited in the *Wall Street Journal*, *Boston Globe*, *Chicago Tribune* and *The Financial Times*. She is Associate Editor at *Management Science* journal, an award-winning teacher, and she has done keynotes, consulting and training for organizations all over the world.

Her book with Dr. Leigh Thompson, [**Stop Spending, Start Managing: Strategies to Transform Wasteful Habits**](#) (2016, Harvard Business Review Press) explores various social traps people face in business, and how to overcome them.

Menon earned a bachelor's degree in sociology from Harvard University in 1995 and her Ph.D. from the Stanford Graduate School of Business. Her goal as a researcher, educator, consultant, and parent is to create new ways for people to connect with each other so that they can live richer and more creative lives. She hopes that her work will help people intentionally create new habits to live a wider life and also share them widely.

SRI SRIDHARAN, PhD

John and Norma Darling Distinguished Professor in Financial Accounting



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.

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