

SOCIETY OF UNIVERSITY SURGEONS

# LEADERSHIP AGILITY PROGRAM

**September 15-17, 2025**

*Kellogg School of Management, Northwestern University, Evanston, IL*



Society of  
University Surgeons

Northwestern  
**Kellogg**  
School of Management



PROGRAM

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# LEADERSHIP AGILITY PROGRAM

September 15-17, 2025

## 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 Kellogg Global Hub, which is located on Northwestern University's Evanston, Illinois campus. The Global Hub is designed to facilitate peer learning and informal interactions among faculty and participants. During your stay, you will enjoy private accommodations at the Hilton Orrington Hotel. The Evanston Campus is about a 30-minute drive from Chicago's O'Hare International Airport.



*Society of University Surgeons Leadership Agility Program, September 9-11, 2024*

## JULIE A. FREISCHLAG, MD, FACS, FRCSEd(Hon), DFSVS, MAMSE

*Chief Academic Officer and Executive Vice President, Advocate Health*

*Chief Executive Officer and Chief Academic Officer, Atrium Health Wake Forest Baptist*

*Executive Vice President for Health Affairs, Wake Forest University*



Julie A. Freischlag, MD, FACS, FRCSEd(Hon), DFSVS, MAMSE, is the Chief Academic Officer and Executive Vice President of Advocate Health, Chief Executive Officer and Chief Academic Officer of Atrium Health Wake Forest Baptist, and Executive Vice President for Health Affairs at Wake Forest University. Dr. Freischlag is also a practicing vascular surgeon, specializing in the treatment of thoracic outlet syndrome.

Throughout her career, Dr. Freischlag has held numerous national leadership roles, including serving as the 2021-2022 president of the American College of Surgeons. She currently serves as chair of the Board of Directors of the Association of American Medical Colleges and on the National Institute of Health Clinical Center Research Hospital Board, Aga Khan University Board of Trustees and chair of the Health Services Committee, University of Pittsburgh School of Medicine Board of Visitors, and the University of Illinois Health Advisory Council.

She mentors students, residents and young faculty and is a frequent speaker on topics ranging from her expertise in vascular diseases, teamwork and patient safety, leadership and work-life balance to women succeeding in health professions. Dr. Freischlag has dedicated her career to serving as a role model for her students, a respected colleague across health professions, a strong community leader and a national voice for improving health and health care.

## GENERAL INFORMATION

### REGISTRATION INFORMATION

#### What is Included

- Private lodging at the Hilton Orrington Hotel for the evenings of September 15 and 16, 2025
- All meals (Breakfast, Lunch, Dinner) for the duration of the course beginning with Lunch on September 15 and concluding with Lunch on September 17
- Tuition and Course Materials

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](mailto:info@susweb.org). If a registrant is unable to transfer their spot in the course by August 15, 2025, a refund will be issued, less a \$500 cancellation fee. Registration cancellation requests must be made in writing and received by August 15, 2025, to [info@susweb.org](mailto:info@susweb.org). No refunds will be issued for cancellations received after August 15, 2025. “No Shows” are subject to the full course fee.

For more information about this program, visit the SUS website at [www.susweb.org](http://www.susweb.org) or email [info@susweb.org](mailto:info@susweb.org).

*Program sessions and faculty are subject to change.*

## MONDAY, SEPTEMBER 15, 2025

- 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 Danny Chu, MD, SUS President*
- 1:00 pm – 4:15 pm    **Influence Without Authority**  
*Loran Nordgren, PhD*  
 (Break from 2:30 pm – 2:45 pm)
- 4:30 pm – 6:00 pm    **Courageous Conversations: Overcoming Organizational Silence**  
*Michelle Buck, PhD, MA*
- 6:00 pm – 7:30 pm    **Reception and Dinner**
- SUS Keynote Speaker**  
*Julie A. Freischlag, MD, FRCSEd(Hon), DFSVS, MAMSE, Chief Academic Officer and Executive Vice President, Advocate Health, Chief Executive Officer and Chief Academic Officer, Atrium Health Wake Forest Baptist, EVP for Health Affairs, Wake Forest University*

## TUESDAY, SEPTEMBER 16, 2025

- 8:30 am – 11:45 am    **Generative AI for Physician Leaders**  
*Mohan Sawhney, PhD, MBA*  
 (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    **Data-Driven Storytelling**  
*Steve Franconeri, PhD*
- 6:00 pm – 7:30 pm    **Cocktails and Dinner**

## WEDNESDAY, SEPTEMBER 17, 2025

- 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    **Value-Based Leadership**  
*Harry Kraemer, MBA*  
 (Break from 2:30 pm – 2:45 pm)
- 4:15 pm – 4:30 pm    **Program Evaluations and Concluding Remarks**



## COURAGEOUS CONVERSATIONS: OVERCOMING ORGANIZATIONAL SILENCE

One of the biggest predictors of decreased morale and trust in organizations is the perception of the proverbial “elephant in the room,” when people do not feel free to discuss some of the most significant issues they face. Employee engagement and productivity decrease in the presence of “organizational silence,” the phenomenon in which individuals have legitimate incentive to stay quiet rather than speak up. This session identifies ways leaders can build a culture of courageous communication, and “encourage courage” in others, thereby also increasing motivation and performance. The session also highlights the difference between conflict resolution vs conflict transformation.

## 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.

## INFLUENCE WITHOUT AUTHORITY

Leaders and managers often need to influence the decisions and actions of others but aren't given the formal authority to compel everyone to get onboard. Instead, they must rely on their influence skills to get things done. The goal of this module is to help leaders refine those skills. To influence without authority, you must first understand the hidden forces that act against change and keep people rooted in the status quo. This session brings these hidden forces of influence to light and shows you how to harness them. This presentation draws on equal parts behavioral science and hands-on experience to explain why most good ideas are rejected (and why a few succeed).

## 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](http://www.susweb.org) or email [info@susweb.org](mailto:info@susweb.org).*

**MICHELLE L. BUCK, PhD, MA***Clinical Professor of Executive Education*

Michelle Buck is Clinical Professor of Leadership at the Kellogg School of Management at Northwestern University. She previously served as the School's first Director of Leadership Initiatives from 2006 to 2013, designing and coordinating opportunities for personal leadership development to complement the School's academic curriculum. She has also served as 1) academic director of numerous Kellogg executive programs, including partnership programs with Fundacao dom Cabral in Brazil, and numerous customized, company-specific programs; and 2) as adjunct professor teaching leadership in Northwestern's School of Communication.

Professor Buck's courses focus on the ways that leaders maximize their own performance and unleash the potential of others by addressing 1) how self-reflection and self-awareness of one's identity, values and purpose serve as foundations of effective leadership; and 2) how leaders engage and inspire others and set them up for success. She teaches modules on leadership narrative and storytelling, creating inclusive cultures of courageous conversations, and the dynamics of leading and following. She uses the arts, including music, photography and dance, for experiential learning in leadership. Professor Buck also teaches Negotiations as a process of effective communication and creative problem solving, helping people to transform perceived differences and conflict into new opportunities. In 2014, Professor Buck co-led an international MBA course and trip to East Africa, including a private meeting for MBA students with Rwandan President Paul Kagame.

In executive teaching, academic direction, and consulting, Professor Buck has worked with private, public, family business and nonprofit organizations including Banco de Mexico, Boise Cascade, Canadian Council for International Cooperation, CDW, Chicago Public Schools, Ernst & Young, the FBI, HP, Mitsui & Co., Petro Canada, The Coca Cola Company, Whirlpool Corporation, YPO Latin America and Zurich Insurance. She has presented her work in North and Latin America, Europe, and Japan.

**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.

## 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.

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## LORAN NORDGREN, PhD

*Professor of Management & Organizations*



Loran Nordgren is a professor at the Kellogg School of Management and bestselling author. His mission is to use behavioral science to make leaders and organizations better. As a behavioral scientist, Loran's research explores the psychological forces that propel and prevent the adoption of new ideas. A former Fulbright scholar, his research has been published in leading journals such as *Science*, and, in recognition of his work, Professor Nordgren has received the Theoretical Innovation Award in experimental psychology. As a lecturer, Loran teaches Leadership in Organizations. He has twice received Kellogg's Management Teacher of the Year award and is the former academic director of Kellogg's executive MBA programs. As a practitioner, Loran is the founder of Aerocept, a behavioral design agency that helps companies overcome the friction that awaits their breakthrough ideas. Loran's first book *The Human Element: overcoming the resistance that awaits new ideas*, spent multiple weeks on the Wall Street Journal Bestseller list.

## 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.

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## 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.

