American Society of Anesthesiologists (ASA)
Overview of Program

Location: James L. Allen Center, Evanston

Participants: Approximately 24 ppl. We anticipate to move to phase 5 which would allow us to increase possibly to 50 participants

Key Leadership Topics to be Addressed:

- Leading in Uncertain Times
- Influence without Authority
- Courageous Conversations
- Conflict Resolution
- Strategy Formulation, Implementation and Change
- Understanding the Changing Healthcare Landscape
- How Do We Fix It?: Building a Comprehensive DEI Strategy

Learning Methodologies:

- Full group discussions, small group breakout sessions, and individual reflection time
- Mixed practitioner and research faculty
- Case studies
- Experiential learning

Program Learning Objectives:

- Articulate the major economic and political issues facing the American healthcare system and how those issues may impact your practice/organization.

- Enhance leaders’ ability to successfully navigate Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments (New)

- Discuss strategies to create an organizational culture that embraces inclusivity and courageous conversations. (New)

- Explore the critical components of an effective DEI strategy. (New)

- Learn how to negotiate and influence others effectively in a business setting.

- Articulate your organization’s strategy and the impact of strategy choices on change management efforts.
# Revised Matrix

## Northwestern | Kellogg

**American Society of Anesthesiologists**

**ASA EXECUTIVE PHYSICIAN LEADERSHIP PROGRAM**

**DRAFT 5.21.21**

**Program Manager: Jill Forristaller**

<table>
<thead>
<tr>
<th>Time</th>
<th>Thursday, September 9</th>
<th>Friday, September 10</th>
<th>Saturday, September 11</th>
<th>Sunday, September 12</th>
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</thead>
<tbody>
<tr>
<td>8:30-10:00</td>
<td>High Impact Negotiations</td>
<td>Influence Without Authority</td>
<td>Leading in Uncertain Times</td>
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<tr>
<td></td>
<td>Nicholas Pearce</td>
<td>Lonan Nordness</td>
<td>Bertie Banks</td>
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<tr>
<td>10:15-11:45</td>
<td>High Impact Negotiation (cont’d)</td>
<td>Influence Without Authority (cont’d)</td>
<td>Leading in Uncertain Times (cont’d)</td>
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<tr>
<td>11:45-1:00</td>
<td>Optional Lunch</td>
<td>Lunch</td>
<td>Lunch</td>
<td>12:00 – 12:30 Guided Reflection, Closing Remarks &amp; Program Evaluation — 12:30 – 1:00pm Optional Lunch</td>
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<tr>
<td>1:00-2:30</td>
<td>Welcome, Program Overview, Learning Partner Introductions</td>
<td>Conflict Resolution</td>
<td>Strategy Formulation, Implementation and Change</td>
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<tr>
<td></td>
<td>Melissa Passalacqua and Diana Cordova</td>
<td>Gail Berger</td>
<td>Ed Zalac</td>
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<td>2:45-4:15</td>
<td>Understanding the Changing Healthcare Landscape</td>
<td>Conflict Resolution (cont’d)</td>
<td>Strategy Formulation, Implementation and Change (cont’d)</td>
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<td>Craig Derickson</td>
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<td>4:30-6:00</td>
<td>Understanding the Changing Healthcare Landscape (cont’d)</td>
<td>Creating Inclusive Cultures for Courageous Conversations</td>
<td>DEI Spotlight Session: How Do We Fix It? Building a Comprehensive DEI Strategy</td>
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<td>Michele Bucy</td>
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<tr>
<td>6:00-7:30</td>
<td>5:45 – 6:00 p.m. Guided Reflection</td>
<td>5:30 – 5:45pm Guided Reflection</td>
<td>5:45 – 6:00pm Guided Reflection</td>
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<tr>
<td>7:00-9:00</td>
<td>6:00 – 6:30pm Social Time 6:30 – 7:30pm Dinner</td>
<td>6:00 – 6:30pm Social Time 6:30 – 7:30pm Dinner</td>
<td>6:00 – 6:30pm Social Time 6:30 – 7:30pm Dinner</td>
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<tr>
<td>9:00-11:00</td>
<td>Late Lounge/Networking Optional</td>
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Leading in Volatile, Uncertain, Complex and Ambiguous (VUCA) Environments (Bernie Banks)

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

Influence without Authority, (Loran Nordgren)

Leaders 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 workshop is to help refine those skills. Every act of persuasion has three dimensions – the source, the message, and the audience. This workshop explores each dimension of influence, helping you to analyze your strengths and weaknesses, understand why people say no to your requests, and learn how to move people toward yes.

High Impact Negotiations (Nicholas Pearce)

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 these lively and useful sessions. Update your skills based on current research regarding the art and science of negotiations, mediation and conflict resolution. Using experiential exercises, these sessions draw on class participation, faculty analysis and discussion of the results to demonstrate effective negotiation techniques.
Creating Inclusive Cultures for Courageous Conversations (Michelle Buck)
Teams and organizations thrive when all voices are welcomed and leveraged in conversations that matter. Success is dependent upon inclusive environments where individuals feel valued and safe to speak up about innovative ideas, problems or concerns, and diverse perspectives. However, research documents that employee engagement and productivity decrease in the presence of “organizational silence,” the ubiquitous phenomenon in which individuals often have legitimate incentive to stay quiet rather than speak up. This session will identify ways through which Abbott senior leaders can build more inclusive cultures which encourage courageous conversations, thereby enhancing motivation and performance. The session leverages full group discussion, small breakout groups, and provides a workshop opportunity for participants to coach each other to prepare for their own upcoming real courageous conversations. Leaders must be role models for the kind of behavior they wish to inspire in others. A culture of courageous communication is an essential ingredient of high-performance organizations that value innovation and intrapreneurship, diversity and inclusion, and ethical values-based decision making.

Strategy Formulation, Implementation & Change (Ed Zajac)
We will explore definitions of strategy, approaches to strategy development and the challenges of implementing a change strategy. Particular attention is paid to how organizations define themselves, how they should develop their strategy in order to be successful in a competitive marketplace, and techniques for implementing change.

Conflict Resolution: Resolving disputes effectively (Gail Berger)
Conflicts arise every day in organizational settings, and it is important for people to have tools to handle these situations effectively and confidently. This workshop is designed to provide participants with relevant conflict resolution skills that can be used to deal with a broad spectrum of disagreements that they may face internally or with external stakeholders.
Understanding the Changing Healthcare Landscape (Craig Garthwaite)
Leading change in today’s healthcare system requires solving difficult managerial and strategic problems and navigating a complex and changing policy environment. This session is designed to show participants how to do just that. Its framework will reinforce how providers, payers, pharmaceuticals, private equity and others are part of a broader ecosystem: an interconnected web of public and private stakeholders all operating within layers of government regulation. Participants will be introduced to several key challenges facing the healthcare-systems sector and will learn a strategic framework to lead and navigate disruption to it.

How Do We Fix It?: Building a Comprehensive DEI Strategy
As leaders continue to grapple with creating cultures that support diverse, equitable, and inclusive organizations, they often ask the question “How do we fix it?” Where do we focus our energy and resources to address long-standing issues of inequity and bias within our organizations and begin to shift to a more inclusive culture? In this session, we will explore a framework for understanding the domains of impact for Diversity, Equity, and Inclusion. We will work to define the “it” that we hope to fix with our DEI effort, and discover the essential ingredients for an effective DEI strategy, one that will drive lasting change in the organization.