

POSNA Leadership Program Curriculum:

Each session will be organized by the Course Director, Associate Director, and three core faculty with assigned pre-work of readings, videos, and required submitted work. In seminar will be led by invited faculty of present chiefs, present and past organizational leaders, and guests with high-level expertise in each area of study and dialogue. The program will alternate educational responsibility and leadership for each session, deepening understanding and building connectivity with the core faculty, invited faculty, and guests. An overview of each session follows:

1. **June – The Anatomy of Leadership and Understanding Oneself as a Leader.** An analysis of various leadership styles; individual personality assessments and the importance of understanding yourself as a leader and the uniqueness of the members of your team with PRISM and Kolb learning assessments and the importance of humility, the risk of charisma, how to be a follower, as well as leader.
2. **July – Managing People and Team Building.** How to recruit and retain talented, diverse professionals; how to initiate, build, and sustain career development for your faculty, scientists, and allied professionals; how to manage stars, disruptors, and role players; and how they are essential to the success of your organizations' mission.
3. **August – Leadership During Crisis.** Investigate how you need to know how to lead when times are easier, have the trust of your department and organization, and the clear vision and understanding of your executive teams' mission, purpose, and fiduciary responsibility in order to lead and adapt when times dramatically and unexpectedly change
4. **September – Diversity, Equity, and Inclusion (DEI).** Explore how deepening understanding, lessening biases, increasing tolerance, and conflict thresholds while celebrating differences can make your organization better and more likely to achieve greatness. We will examine emerging organizational models of DEI success, acknowledge challenges, utilize implicit bias tools, and enter a trusting psychologically safe space of dialogue. In addition, we will explore managing and mentoring the later in life, highly successful surgeon in your organization.
5. **October – “Work-life Balance”** The constant challenge for equilibrium in all our personal and professional lives, will be explored openly with the guidance of many on how to keep your whole life in perspective while pursuing professional excellence for you and your organization. We discuss ways to be deliberate and explicit in the pursuit of wellness for you, your family, your patients, and your teams.
6. **November – POSNA and Organizational Structure, Growth and Renewal.** An in-depth review and analysis of the structure of POSNA and how leaders have enabled organizational renewal and growth over time while maintaining the core POSNA missions. Organizations are not static, but very dynamic and dependent on the highest level of leadership to excel for their members. We will also discuss leadership opportunities in other professional organizations (AAOS, ABOS, SRS, AOA, AACPD, AOSSM, ASSH) and how important organizational interconnectivity and collaboration is to POSNA organizational success.
7. **December – Innovation, Industry Collaboration, and Conflict of Interests.** We will hold an in-person session at IPOS® that will explore the importance of industry collaboration in education, research, and the pursuit of clinical excellence with industry leaders. We gain further understanding of the purpose and importance of maintaining conflict of interest guidelines in the pursuit of innovation. In addition, program fellows will attend and participate in the IPOS®

Course for Mid-Career Surgeons. Finally, we will review and celebrate together in person the completion of our first semester together.

8. **January – Medicolegal, Medical Error, and Human Resource Challenges.** Reviews from the chief's and organizational executive team perspective and how to manage really challenging situations that occur in order to keep yourself and your people on the road to career success and lessen failure risk. We will explore the importance of developing professional, trusting relationships with your academic medical center leaders in the essential realms of HR, legal, physician wellness, and clinician support in confidence so together you can manage the unexpected and expected potential minor challenges and potential disasters.
9. **February – Financial Management and Economic Models.** Academic medical centers, departments, and organizations will be reviewed. Each fellow and faculty will bring their model to the seminar for analysis and discussion on motivates, enables, and unexpectedly inhibits success. We will review how the benefits and limits of each type of system you work in and how to know "numbers" in your organizational structure, you will enhance your ability to build successful programs, recruit and retain talented professionals
10. **March – Program Development and How to Build Success.** Using all the tools available to you from marketing, fundraising, clinical and basic science research grants, collaboration across departments while still maintaining integrity and a true north vision.
11. **April – Mentorship, Humility & Empathy in Leadership.** Final discussions on the essence of leadership are not about you but others; and how rewarding, and challenging, building collaborative programs, recruiting talented professionals and helping advance their careers; brings connectivity and internal rewards.