

Call For Applications



Leadership Institute IV





Investing in the Future of a Child's Healthy Smile through Leadership!

Healthy Smiles, Healthy Children: The Foundation of the American Academy of Pediatric Dentistry (HSHC) is proud to announce applications are being accepted for the fourth cohort of Leadership Institute at the Kellogg School of Management at Northwestern University. At the conclusion of the current class in December 2012, more than 90 members and corporate partners will have graduated from the program over the last nine years. We look forward to welcoming 30 new members into the fourth class of Leadership Institute.

Recognizing that leadership is critical to HSHC's mission of helping children in need, this experience provides the opportunity for members to grow and refine their skills, becoming leading advocates in the fight for children's oral health care. Leadership Institute embodies and promotes these characteristics and we encourage all qualified AAPD members to apply.

Please read on. There's more to explore.

Kellogg School of Management

The Kellogg School of Management at Northwestern University is a premier institution for management education. Founded in 1908 and based just outside of Chicago, Kellogg is home to a renowned, research-based faculty and the best and brightest MBA students from around the world. Kellogg has designed and conducted hundreds of custom executive education programs for senior leaders in some of the world's best known companies, professional service firms, government agencies, and non-profit organizations. The Kellogg School created the custom executive program category, conducting its first custom offering in 1973.



The Goal

There is no more important need than shaping the leadership qualities of our current and future leaders in pediatric dentistry. Whether it's for effective representation within the AAPD, other areas of organized dentistry, or personal development, Leadership Institute helps students hone their philosophical and operational approaches to maximize their leadership potential and performance. The fourth cohort of AAPD members, Leadership Institute IV, will continue at Kellogg during each December from 2013 to 2015.

Our Partner

Healthy Smiles, Healthy Children and AAPD are proud to partner with Ultradent and the Kellogg School of Management at Northwestern University.

The Kellogg School of Management embodies an outstanding academic reputation, world-renowned faculty, and a host of innovative programs with extensive experience in customizing programs for various groups, including numerous non-profit organizations.

Program

A class of 30 individuals will enroll in an educational engagement focusing on an array of topics important for leadership development. The structure of the program is a three-year course involving a four-day on-campus experience at Kellogg each December. Enrollees will participate in learning experiences with some of "the best and the brightest" minds in leadership development. All curricular elements will apply to those in private practice, academia, and any other pursuits in which they may be engaged. Leadership Institute IV will convene its first class Dec. 12 – 15, 2013.

Benefits

The AAPD Leadership Institute was the first institute of its kind among health care membership associations. Although others have leadership programming, none have established an ongoing commitment focusing on leadership development for the organization and the profession. Leadership Institute IV is intended to be valuable in supporting involvement in the AAPD, HSHC and the development of the personal and professional lives of the participants.





Curriculum

Courses will vary but have included:

Leadership and Strategy Formulation

Participants learn about the role of leaders in the formulation of organizational strategy through discussion of a case dealing with a specific organization. Following the group case discussion, definitions of strategy are reviewed and approaches to strategy development are explored. Particular attention is paid to how organizations define themselves, and how they should develop their strategy so they can be successful in a competitive marketplace.

Making Better Decisions I: Improving Your Skills

This module reviews the latest research findings related to decision-making that identify that the major difference between effective and ineffective decision-making is the ability to collect, process, and act upon information in an unbiased fashion. This module challenges us – via brainstorming under pressure, unearthing multiple agendas, and optimizing use of cross-functional skills – to be better decision makers.

Making Better Decisions II: Being Persuasive and Influencing Others

This session focuses on developing strategies to effectively communicate your decisions to others – dentists, managers, technicians, and others in your organization. Participants discuss how interactive styles affect their influence on the group and the quality of its decisions. Discussion topics include: planning for a meeting at which you expect resistance; being persuasive when advocating change; dealing with hostile opposition; effective coalition building; and changing dysfunctional norms.

Leadership and the Management of Organizational Change

Introduction to Crisis Management

In today's business world, organizations and individuals in leadership roles increasingly find themselves as the targets of aggressive legal actions, unanticipated media coverage and social pressure. The speed with which information spreads can turn what originally were challenges into crisis situations. Managing such situations demands swift and decisive action. Organizations and their leaders must be prepared to anticipate, recognize and manage rapidly changing strategic environments. During this module, a faculty member will challenge the prevailing view of crises as mere public relations or communications issues. A rich set of case studies and crisis simulation exercises balance the theoretical conceptual frameworks and help you improve your strategic thinking as well as your team management and communication skills in high-stress situations.

Marketing for Customer Advantage

Growing Established Businesses

Marketing strategy is the process of deliberately choosing how to exchange products, services and ideas with others in order to create value. This session covers the core marketing strategy-concepts. It begins by looking at how companies compete and the focuses on customer advantage. After discussing the concepts, we will break into teams to apply the concepts to a case.

Marketing Segmentation

Creating a Top-Notch Service Organization

The early development of health care organizations was largely determined by the needs of providers and other health care personnel and by managers; the evolution of the industry is and will in part be shaped by the needs of the consumer. To secure and maintain a competitive edge, successful health care leaders will be those that address the desires of the ultimate health care consumers—patients and their families. This session will focus on creating a world-class service organization through practical techniques (such as hiring people who can help you achieve these goals), thereby meeting the needs of an organization's customers.

Getting Your Team Motivated: Energizing People to Action

This session will provide participants with a set of tools to analyze situations where they face a demotivated employee or work group. It will provide concrete approaches for diagnosing such situations and assessing if this is a result of a person or the situation (or both). The program will suggest tactics for creating a highly motivated work environment. We will discuss some theories and frameworks and also provide practical approaches that encompass reward systems, feedback mechanisms, and performance appraisal. Cases and exercises will be used to illustrate concepts discussed.

Hiring the Right Talent

Providing Feedback: Developing Talent and Maximizing Performance

This course focuses on human resource issues involving the selection, development, assessment and maintenance of qualified and high performing employees, including specialists and professional peers.

Dispute and Conflict Management

This module looks at disputes and organizational (or interpersonal) conflicts and how they can negatively impact an organization and how active engagement can be used to resolve these disputes. Further, mediation is discussed in the class. Exercises are used to have participants experience techniques which can lead the disputing parties to successful resolution of the issues causing the conflict.

Leadership and Ethics: Making Values-Based Decisions

This session involves participants examining principles of effective and ethical or values-based change. Discussions include creating awareness of the need for change, honestly and fairly discussing the organizational reality, implementing change plans based on established corporate values, and providing support to those impacted by your decisions.



Faculty

Faculty will vary each year based on availability. Previous Leadership Institute faculty have included:

Daniel Diermeier, Ph.D., is IBM Professor of Regulation and Competitive Practice, and Professor of Managerial Economics and Decision Sciences at Kellogg. He is also executive director of Kellogg's Center for Business, Government and Societies. Since he joined the Kellogg School in 1997, Dr. Diermeier has received various teaching awards: the Best Teacher Award, WHU-Kellogg International Executive Master's Program in 2000 and Kellogg's Lavengood Award as Top Teacher of the Year in 2001. His areas of interest are in comparative political institutions, crisis and reputation management and non-market strategy. His M.A. and Ph.D. degrees in Political Science are from the University of Rochester. He also has a M.A. in Political Science from the University of Munich in Germany. Professor Diermeier is director of the Global Health Initiative, a joint venture between Kellogg and Northwestern's Engineering and Medical Schools, as well as Abbott Laboratories and others to develop affordable diagnostic devices for HIV/AIDS in sub-Saharan Africa, research supported by the Bill and Melinda Gates Foundation.

Timothy Feddersen, Ph.D., is the Wendell Hobbs Professor of Managerial Economics and Decision Sciences and is Chairman of the Social Enterprises at Kellogg Program. His B.A. is from Indiana University and his Ph.D. is from the University of Rochester. Dr. Feddersen's teaching and research interests are in political economy with a specific interest in democratic institutions and bargaining in legislatures.

Victoria Medvec, Ph.D., is Adeline B. Davee Professor of Management and Organizations. Her B.A. was from Bucknell University and her Ph.D. from Cornell University. She teaches negotiations, team building and change management among other topics at Kellogg. Her research focuses on judgment and decision-making. Dr. Medvec is also Founder and Executive Director of Kellogg's Center for Executive Women.

Stephen Presser, J.D., is a leading American legal historian and expert on shareholder liability for corporate debts. He is frequently an invited witness before committees of the U.S. Senate and House of Representatives on issues of constitutional law. He holds a joint appointment with the J. L. Kellogg Graduate School of Management and also teaches in Northwestern's history department.

Leigh Thompson, Ph.D., is J. Jay Gerber Distinguished Professor of Management and Organizations, and received her B.A. and Ph.D. from Northwestern University. She teaches negotiations, team building, and group behavior/decision making. Dr. Thompson was a recipient of the National Science Foundation's Young Investigator Award. Dr. Thompson's most recent books are *The Mind and the Heart of the Negotiator* (4th edition), *Making the Team* (third edition) and *The Truth About Negotiations*.

Brian Uzzi, Ph.D., is the Richard L. Thomas Distinguished Chair in Leadership and Professor of Management and Sociology. His undergraduate degree is from Hofstra University, his M.B.A. is from Carnegie Mellon, and his Ph.D. is from SUNY at Stony Brook. Dr. Uzzi's research focuses on networking, the social structure of markets and organizational decline.

Edward J. Zajac, Ph.D., holds the James F. Bere Chair in Management and Organizations and is also a Professor of Health Industry Management. His research, teaching and consulting focus on strategic management issues, and his research on strategic alliances, strategy formulation, and implementation and on organizational governance has been published widely in major academic journals. Dr. Zajac's Ph.D., M.A., and M.B.A. in organization and strategy are from the Wharton School, University of Pennsylvania. He has chaired the International Strategic Management Society Conference, and he is currently the Chairman of the Business Policy and Strategy Division of the Academy of Management. In 1996, he received the Sidney J. Levy Teaching Award for excellence as a classroom instructor. Dr. Zajac is founder and director of Kellogg's Center for Research on Strategic Alliances.

Eligibility

Leadership Institute IV is intended for AAPD members from all professional career tracks, including those starting their careers, in mid-career, or seasoned leaders. All applicants shall have a track record of potential or proven leadership in the AAPD, HSHC, or other volunteer service.

Applicants must be willing to attend the four-day on-site course instruction at Northwestern University's Kellogg School of Management in Evanston, Illinois each December in 2013, 2014, and 2015. Instruction begins after lunch on Thursday and concludes with lunch on Sunday.

Tuition is \$4,500, with the majority of the program costs underwritten by AAPD and HSHC. Tuition is due in full upon acceptance. Tuition, once paid, is nonrefundable and is not eligible as a charitable contribution. Tuition includes instruction, course materials, lodging and all meals on-site. Each participant is responsible for all travel expenses to and from Northwestern's Evanston campus.

To Apply

Applicants can complete the application at <http://www.GrantScorecard.com/Leadership2013.htm> or follow the link at HSHC's website <http://www.healthysmileshealthychildren.org>. Applications are due by 11:59 p.m. on Friday, Nov. 16, 2012.

All applications must be submitted online and should include:

1. Curriculum Vitae or resume
2. A 300 word essay outlining your volunteer history and service with the American Academy of Pediatric Dentistry and/or Healthy Smiles, Healthy Children, and how you plan to use the Leadership Institute experience in your professional and personal day to day life.
3. Two letters of reference. Reference letters must be hand signed and preferably on business letterhead.

For more information, please contact HSHC Development Director Paul Amundsen at (312) 337-2169 or pamundsen@aapd.org.





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