

DISSECTING THE DIFFERENCE BETWEEN GOOD SURGEONS & GOOD LEADERS

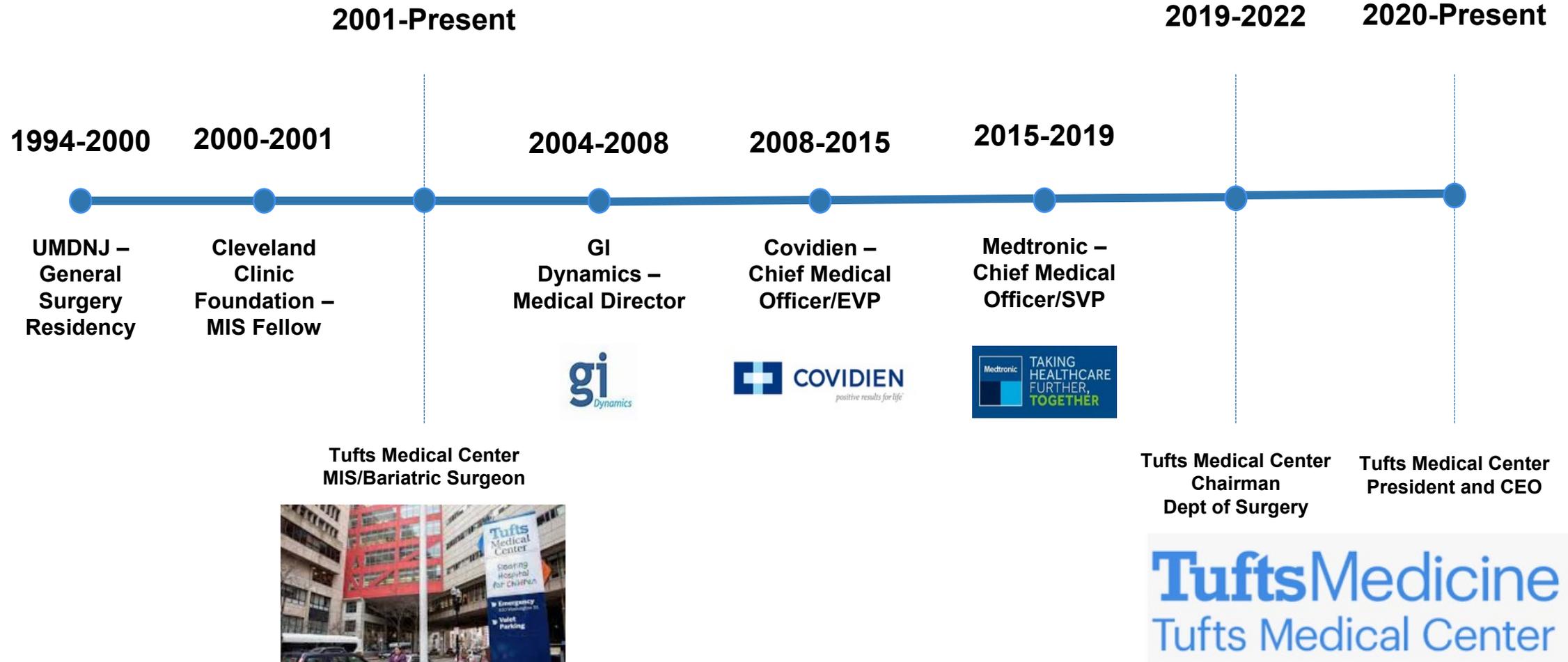
Thoughts on building your value and influence

Michael Tarnoff, MD, FACS
President and CEO
Associate Professor of Surgery
Tufts Medical Center & Tufts University School of Medicine
Boston, MA

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MY PROFESSIONAL JOURNEY

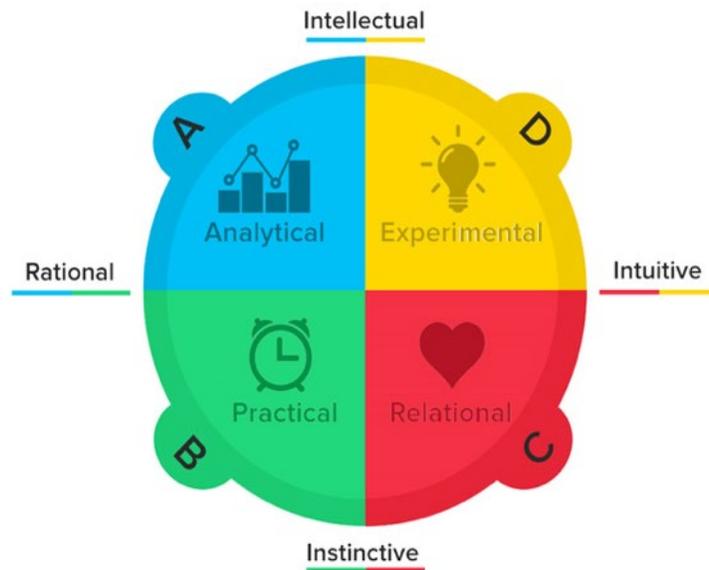


Have an expertise. Master it.
Know what it is...and know what it isn't.

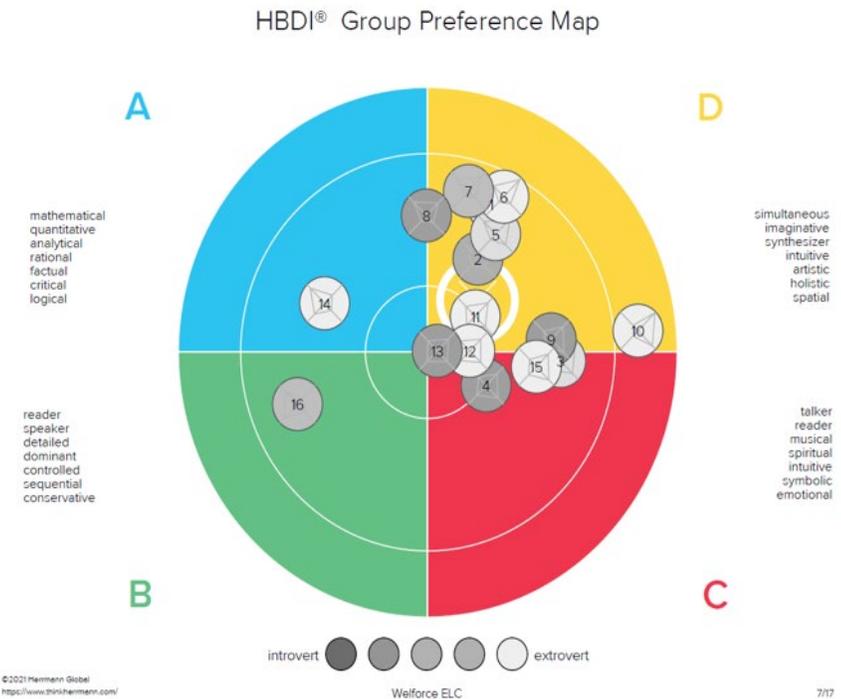


BUILDING YOUR INFLUENCE

Nurture, collaborate, champion and connect with your colleagues...relentlessly



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BUILDING YOUR INFLUENCE

Be honest and reliable.

Say what you mean.

Mean what you say. Do what you say...
and never be mean when you say it.

Manage your brand!



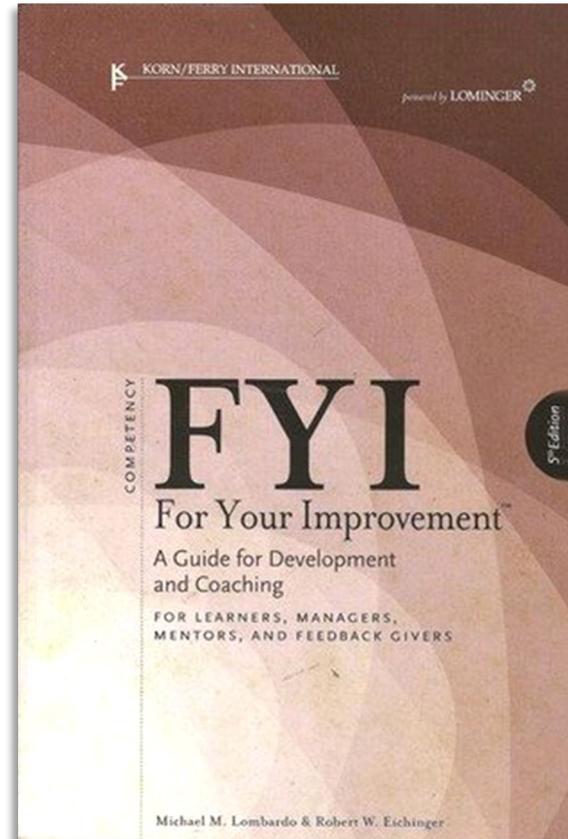
BUILDING YOUR INFLUENCE

Have a career plan...sort of!



LEADERSHIP—SIMPLIFIED

Define your culture.
Then, hire for it.



Tufts Medical Center
Proudly wellforce

The principal teaching hospital of
Tufts University School of Medicine
800 Washington Street
Boston, MA 02111
FAX 617-636-5800
tuftsmedicalcenter.org

Tufts Medical Center Department of Surgery Charter

Vision
We strive to be New England's destination workplace for all who are essential to complex surgical care

Mission
We are dedicated to a patient and provider-centered culture in our everyday work, thoughtful education for our medical students and residents and a persistent drive to be first in bringing novel, innovative surgical therapies to the communities we serve

Guiding principles

- Never forget what we do, why we do it, and the impact we have
- Continuously reinvent ourselves and maintain our intellectual curiosity
- Go directly to people with whom we have a concern trying to resolve issues between us first
- Get behind team consensus - even if we independently struggle with the decision
- Insist upon a culture that is diverse, equitable, anti-racist and intolerant of harassment of any kind

Critical Behaviors

Integrity and Trust: Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

Builds Effective Teams: Blends people into teams; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

Managerial Courage: Doesn't hold back anything that needs to be said; provides current, direct, "actionable" feedback to others; lets people know where they stand; faces up to problems with any person or situation quickly and directly; is not afraid to take negative action when necessary.

Composure: Is cool under pressure; does not become defensive or irritated; is considered mature; can be counted on to hold things together; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

Patient Focus: Is dedicated to meeting the expectations and requirements of patients and families; gets first-hand patient information and uses it for improvements in service; acts with patients in mind; establishes and maintains effective relationships with patients and families and gains their trust and respect.



LEADERSHIP—SIMPLIFIED

Set “SMART” goals.
Measure performance.
Then, manage to it.

S

Specific

M

Measurable

A

Attainable

R

Relevant

T

Time-Bound



LEADERSHIP—SIMPLIFIED

**Manage people...
from where they are.**





LEADERSHIP—SIMPLIFIED

Always...
lead with questions!



 LEADERSHIP—REALLY SIMPLIFIED

Take care of your people and their careers...
and they will take care of everything else!

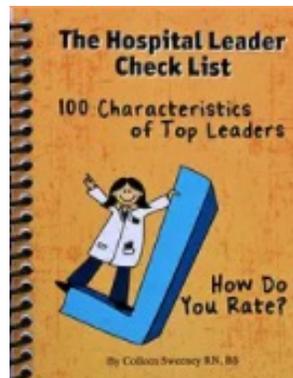


IN CASE YOU DON'T BELIEVE ME....

Say hello to everyone
Constantly chat up other departments and people
Pick up trash
Take vacations to rest, rethink and recharge
Act like the employees they want other employees to be
Park far away
Know employees' names
Hire people that are full of empathy
Become addicted to a positive attitude
Obsess about recognition
Don't run in a posse
Gently call out those not living up to expectations
Cast the vision daily
Appear in work areas other than in times of crisis
Walk people to where they have to go
Remain visible
Get invited to department meetings
Given employees your cell phone number
Encourage friendships amongst employees
LOVE your employees
Bring fun to work
Seldom use your power
Nurture public speaking skills
Spend more time listening than talking
Measure everything
Know the primary fears and concerns of those you serve
Employees don't need to see their leader in a bad mood
Know that power is about making everyone feel important
Focus on people, let your management focus on projects
Create a culture of exploration
Know yourself well
Encourage staff to take vacation
Let compassion guide decision making
Have an unquenchable desire to win

Surround yourself with people more talented than you
Share strategies with everyone; people like to know the plan
Always do the right thing
Always tell the truth
Follow a road map for the future and explain the journey
Inspire employees to be more than they thought they could be
Give praise generously
Live and breathe the mission
Commit to a personal
Aim to be salesperson of the year on your vision
Know that everyone wants to believe in you
Have questions ready when you don't know an answer
Makes expectations crystal clear
Care for the people in the business more than the business
When you vacation, don't check in and trust those left behind
Act with integrity even if no one is watching
Treat staff like a team
Solicit everyone's opinion
Order pizza often
Publically admit when your wrong
Take big but calculated risks
Always think about where each employee can grow from
Know what is important to every employee by asking them
Don't expect big changes in people (?)
Always know that there is more to learn about leadership
Always address the positive first
Have a mentor who is not afraid to challenges you
Know that accountability begins with you
Love a good challenge and relish finding solutions
Love a mess and the craziness around it
Revisit and re-evaluate organizational goals
Know when to wait
Keep your eyes on the competition
Refuse to dwell on setbacks

Never give up
Walk the talk even when it sounds like crazy talk
Build up others
Never complain
Stay calm in the midst of crisis
Encourage innovation and step out of the way
Let your personal values be your personal brand
Have an energy that others want to match
Simplify complex information
Never settle for status quo
Have a curiosity about everything
Study other great leaders and emulate them
Tell people the why behind the what
Deal with issues swiftly and move on
Always provide positive feedback
Always ask questions and value counsel
Seek to solve problems quickly
Be a great teacher
Create a positive and motivational workplace
Invest in and value relationships
Love being a meaningful and purposeful leader
Have a strong incentive to embrace change
Be nice to everyone everyday
Have contagious energy
Think big then bigger
Be flexible and adaptive but don't comprise core
Be more disciplined when times get tough
Act never react to a situation
Always push forward looking for possibility
Lead don't compete with the team
Create opportunity for others to figure it out
Be a talent developer not a performer





IMPORTANT INFORMATION

Financial Disclosure

This material has been developed with, reviewed and approved by an independent surgeon(s) who is not an Intuitive employee. This independent surgeon(s) has received compensation from Intuitive for consulting and/or educational services.

Limitations of Marketing Guidance

The implementation of a da Vinci Surgery program is practice and hospital specific. Results may vary. Past customer experience does not imply any guarantee of results in practice or program success.

When considering cost-effectiveness of an advanced technology like Intuitive products, we recommend that hospitals perform a full cost-benefit analysis, considering not just the operating room costs but the costs associated with hospital stays, procedure-related complications and hospital re-admissions.

Endorsement Limitations

Spontaneous opinions expressed during live presentations by participants belong to those individuals. These opinions are not necessarily shared by Intuitive, Inc.

Trademarks

Product names are trademarks or registered trademarks of their respective holders. See www.intuitive.com/trademarks.

Da Vinci Systems

Depending on an individual hospital's decision for using da Vinci® products, some presented information may refer to unapproved uses (procedures) for the da Vinci systems. For a list of current On Label procedures, refer to the respective da Vinci System User Manual(s).

Da Vinci Xi/X System

The demonstration of safety and effectiveness for the specific procedure(s) discussed in this material was based on evaluation of the device as a surgical tool and did not include evaluation of outcomes related to the treatment of cancer (overall survival, disease-free survival, local recurrence) or treatment of the patient's underlying disease/condition. Device usage in all surgical procedures should be guided by the clinical judgment of an adequately trained surgeon.

Da Vinci SP System (TORS and URO)

The safety and effectiveness of this device for use in the performance of general laparoscopic surgery procedures have not been established. This device is only intended to be used for single port urological procedures and for transoral otolaryngology surgical procedures in the oropharynx for benign tumors and malignant tumors classified as T1 and T2 with the da Vinci EndoWrist SP Instruments and the da Vinci SP surgical system (SP1098).

Da Vinci Instrument & Accessory Care

It is the responsibility of the owner of the da Vinci surgical system to properly train and supervise its personnel to ensure that the instruments and accessories are properly cleaned, disinfected and sterilized as required by the User's Manual. The da Vinci products should not be used in a clinical setting unless the institution has verified that these products are properly processed in accordance with the da Vinci System User's Manual.

Important Safety Information

Serious complications may occur in any surgery, including da Vinci Surgery, up to and including death. Examples of serious or life-threatening complications, which may require prolonged and/or unexpected hospitalization and/or reoperation, include but are not limited to, one or more of the following: injury to tissues/organs, bleeding, infection and internal scarring that can cause long-lasting dysfunction/pain.

Risks specific to minimally invasive surgery, including da Vinci Surgery, include but are not limited to, one or more of the following: temporary pain/nerve injury associated with positioning; a longer operative time, the need to convert to an open approach, or the need for additional or larger incision sites. Converting the procedure could result in a longer operative time, a longer time under anesthesia, and could lead to increased complications. Contraindications applicable to the use of conventional endoscopic instruments also apply to the use of all da Vinci instruments.

For Important Safety Information, indications for use, risks, full cautions and warnings, please also refer to www.intuitive.com/safety.

Individual outcomes may depend on a number of factors, including but not limited to patient characteristics, disease characteristics and/or surgeon experience.

Information Disclosure

The material presented represents the views and opinions of independent surgeons based on their practice and personal experience performing surgery with the da Vinci surgical system. Their experience may or may not be reproducible and is not generalizable.

Ion System

Ion is for sale in the US.

Outside of the US, Ion is not CE Marked and not for human use. Ion cannot be placed on the market or put into service. Ion may not have regulatory approvals in all markets. Please check with your local Intuitive representative.

Important Safety Information

Risks associated with bronchoscopy through an endotracheal tube and under general anesthesia are infrequent and typically minor, and may include but are not limited to: sore throat, hoarseness, respiratory complications including dyspnea or hypoxemia, airway injury, bronchospasm, laryngospasm, fever, hemoptysis, chest or lung infection including pneumonia, lung abscess or an adverse reaction to anesthesia. Although rare, the following complications may also occur: bleeding, pneumothorax (collapsed lung), cardiac related complications, respiratory failure, air embolism, or death. As with other medical procedures, there may be additional risks associated with the use of general anesthesia and/or endotracheal intubation which are not listed above; you should consult a health care professional regarding these and other potential risks.

Procedures using the Ion Endoluminal System may be associated with longer procedure and/or longer anesthesia time.

Information Disclosure

The material that will be presented represents the views and opinions of independent physicians based on their practice and personal experience using the Ion Endoluminal System. The data that will be presented is single physician experiences. The results may or may not be reproducible and are not generalizable.