

**Bernard Guyer, MD, MPH**, is the Zanvyl Kreiger Professor of Children's Health in the Department of Population, Reproductive and Family Health at the Johns Hopkins Bloomberg School of Public Health. A physician trained in both preventive medicine and pediatrics, Dr. Guyer served for seven years as director of the state MCH program in Massachusetts and five years as a CDC medical epidemiologist with national and international service. He has chaired or been a member of both state and national committees on childhood injury prevention, outreach for prenatal care, infant mortality, and Medicaid. Dr. Guyer also is a member of the Institute of Medicine.

*Three major events that have shaped my development as a leader:*

- *During the work that I did in Africa, particularly in the 1970s when I lived in Cameroon and worked with African governments, I learned a lot about adapting to different cultures, trying to understand how to work within their values and constraints to achieve meaningful programmatic goals. I learned to “make no assumptions.” I learned the importance of attending to the details. Finally, I learned how to play a supportive role to African professionals who were the leaders.*
- *At the MCH agency in Massachusetts, I learned a lot about trying to bring good science, evidence and research into the workings of an implementation agency. I tried to focus on outcomes and work with colleagues to develop the necessary tools to make changes in the way we operated to address important outcomes.*
- *Again in Massachusetts and in academia, both at Harvard and at Hopkins, I learned how to work with multi-disciplinary teams of colleagues to accomplish good research and practice. I am convinced that no one discipline or leader can do it all; it takes a well-focused group that works together to accomplish health improvements.*