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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.