

## John McCahan Day



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## 20<sup>th</sup> annual John McCahan day

- Celebration of educators from all 3 schools.
- By definition, teaching and pedagogy are the core mission of a university.
- Trainees expected to assimilate vast amounts of information—drinking from a firehose.
- Committed to educational research, including educational neurobiology, to facilitate mastery.

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## **Many Thanks**

- To the planning committee, Particularly Claire Grimble and Drs. Hee-Young Park & Elaine Lee.
- And to Dr. John McCahan.

## **John McCahan Day 2006-2025 Celebrating evidence-based pedagogy**

- BA & MD from UPenn
- US Public Health Service, National Communicable Disease Center, Atlanta,
- Faculty at Albert Einstein
- Recruited to BU: geriatrics, family medicine.
- Academic dean for 30 years
- Dean 2003-2005

## Who is the real Dr. Kildare?



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**Richard Chamberlain played an intern, Dr. Kildare, for 5 years in the 1960s.**



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## John McCahan Day



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## Unfinished goals: Recommendations for the Medical Campus

- **More leadership training for students, staff & faculty.**
- **Presentation skills, especially universal access**
- **Conflict Management skills**

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### **LCME standard 3.5**

Development of explicit and appropriate professional behaviors in its medical students, faculty, and staff

List the professional attributes (behaviors & attitudes) that students are expected to develop

**Explicitly add Leadership, conflict management & Communication skills to this list.**

**Teach as part of our curricula**

### **Culture indirectly teaches leadership**

Each rank teaches the ranks below

- Post docs teach undergrads & pre-docs
- Dental & MD senior residents supervise junior residents and students.

**“Let your people grow” vs Micromanagement**  
**Multipliers vs Diminishers**

## Lots of grand challenges in the health sciences...

- Mechanisms and treatments of Cancer, heart disease, infectious and other diseases
- Global health disparities
- Opioid use disorders; overdoses
- Obesity and sedentary lifestyle
- Violence, Suicide
- **Health sciences education**
- Technology: AI, Electronic health record
- Education debt
- Harassment, Implicit bias
- Work-life balance
- Burnout and Depression vs. Engagement and Satisfaction

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## Look around the room and form your team

No one writes single author papers.  
~6 professionals collaborate on education interventions, creative curricula, implementation science.  
Send the abstracts **& manuscripts** to your professional society meetings & journals.

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### ***Look around the room & form your team***

- **Use specific skills of various team members: program development, data analysis, figures, drafting, editing, polishing.**
- **Use this team to establish BU leadership in health sciences education research.**

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### **So who are you on the team?**

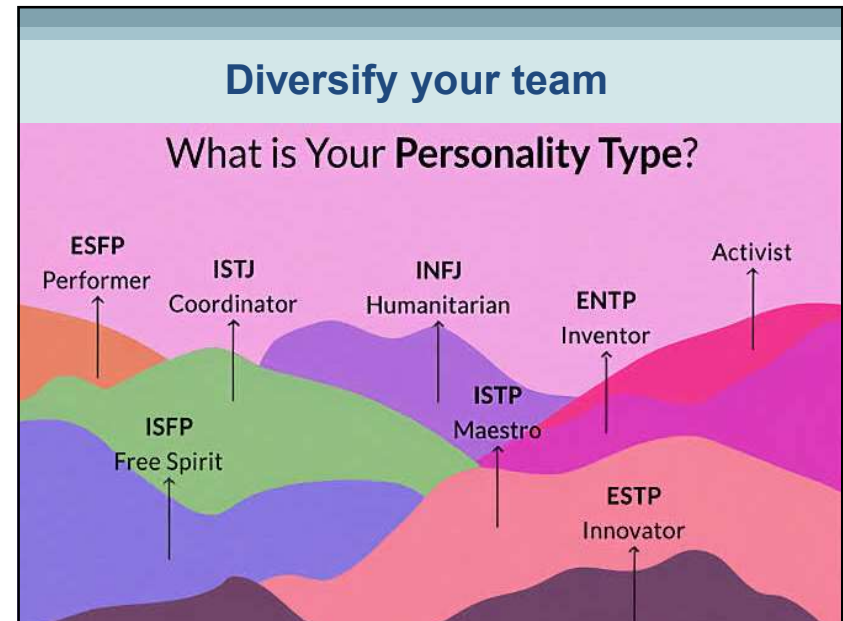
- **I love taking care of patients**
- **Teaching makes me happy**
- **Organizing a curriculum or program!**
- **Crunching data!**
- **I like to write or edit and polish.**
- **What else?**

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## Read up on “New Power”

### OLD POWER VALUES

Managerialism, institutionalism,  
representative governance

Exclusivity, competition, authority,  
resource consolidation

Discretion, confidentiality, separation  
between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty,  
less overall participation

### NEW POWER VALUES

Informal, opt-in decision making; self-  
organization; networked governance

Open source collaboration, crowd  
wisdom, sharing

Radical transparency

Do-it-ourselves, “maker culture”

Short-term, conditional affiliation;  
more overall participation

SOURCE JEREMY HEIMANS AND HENRY TIMMS

HBR.ORG

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## My favorite leadership principles

It's all about relationships

- You can't control it, you can only manage it.

Execution, execution, execution

- Vision without a budget is a delusion
- Fine line between vision & delusion
- Virtue signaling doesn't accomplish anything.

Under promise; over deliver.

Who has the Monkey?

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### **Lead with curiosity.**

- **The 80% rule: when you think a colleague has made egregious mistakes, if you ask them, 80% of them will quote the New England Journal paper that you missed.**
- **Even the thinnest pancake has two sides.**
- **“He forgets he’s the dean”. The power of “you might consider”**

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### **Managing trouble**

- **Don’t just do something, stand there. (until you have clarity).**
- **Don’t engage with trolls (e.g. social media.)**
- **Keep it boring, (e.g. don’t send emails that you wouldn’t want to read in the Globe).**
- **Start with a cup of coffee.**
- **Don’t get pulled into the vortex.**
- **Often wrong, but never in doubt.**

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## Leadership's role

- Recruit the right team
- Facilitate their success
- Be the leader you wish you had



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## We are teachers: Presentation Skills 101



**Mistakes**

**Good things to do.**

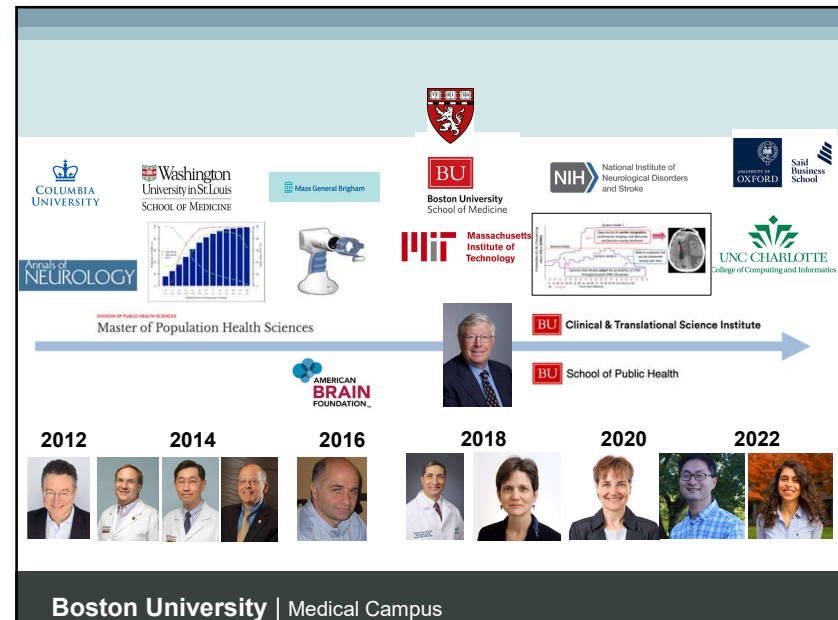


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## Most common errors

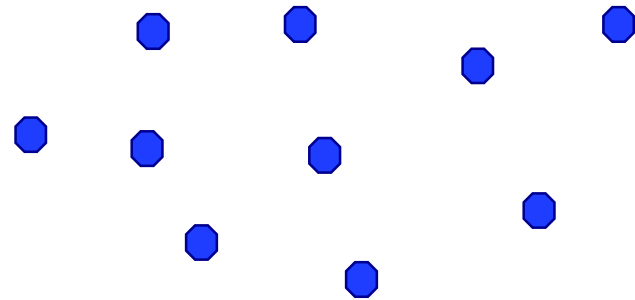
- too much information per slide
- too many slides
- poor visuals or text
- low signal-to-noise ratio



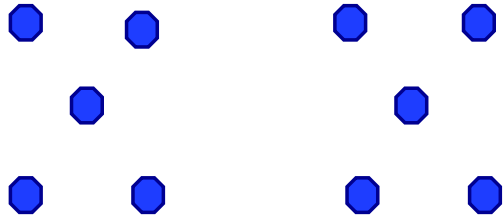
## Organize for your audience!

- **Make it easy.**

## How many dots?



**How many dots?**



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**Alphabetical Order**

**usually doesn't work**

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Breast Cancer Mortality per 100,000 Women			
Australia	20	Japan	7
Belarus	14	Netherlands	25
Bulgaria	15	Mexico	9
China (urban)	6	Russia	16
Canada	21	Spain	17
Denmark	26	Switzerland	23
Germany	22	United States	21

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Breast Cancer Mortality per 100,000 Women			
Denmark	26	Spain	17
Netherlands	25	Russia	16
Switzerland	23	Bulgaria	15
Germany	22	Belarus	14
Canada	21	Mexico	9
<b>United States</b>	<b>21</b>	Japan	7
Australia	20	China (urban)	6

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**Fragments quickly outpace the blast wave,  
and become the primary hazard to personnel**



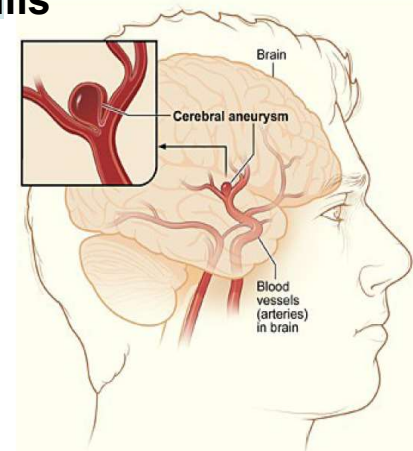
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## **Blood Flow Simulations in the Circle of Willis**

**Martin Sandve Alnæs**

**Department of Scientific  
Computing  
Simula Research  
Laboratory**

**25 September 2006**



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Sentence headline states assertion on the first topic in no more than two lines

Image(s)  
supporting  
above assertion

If necessary, identify key assumption or background for audience—keep to two lines (18–24 point type)

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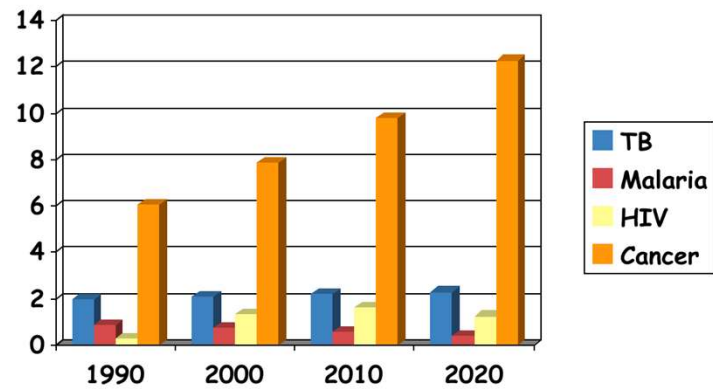
## Dietary sources of anti cancer compounds

Use two senses!



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## Global Cancer Mortality (millions/yr) Keep tables simple



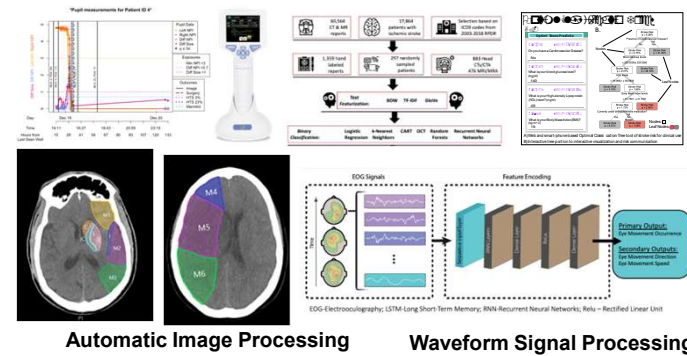
Source: World Bank per Joe Harford, NCI  
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## Noninvasive ways to monitor patients

### Natural Language Processing

### Intuitive Clinician Decision Tools



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## Remember

- KISS: Keep It Short and Simple
- KILL: Keep It Large and Legible

## Universal Access

- **Color blind**
- **Visually challenged**
- **Dyslexics**

## Which is better?

Boston University Medical Campus is located in the historic South End of Boston and comprises the School of Medicine, the School of Public Health, the Goldman School of Dental Medicine, and the Boston University Graduate School of Medical Sciences.

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- School of Medicine,
- School of Public Health,
- Goldman School of Dental Medicine

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## Which is better?

- |                                                          |                                        |
|----------------------------------------------------------|----------------------------------------|
| • Boston University School of Medicine,                  | Boston University                      |
| • Boston University School of Public Health,             | • School of Medicine,                  |
| • Boston University Goldman School of Dental Medicine,   | • School of Public Health,             |
| • Boston University Graduate School of Medical Sciences. | • Goldman School of Dental Medicine,   |
|                                                          | • Graduate School of Medical Sciences. |

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### Which is better?

Boston University	BOSTON UNIVERSITY
Medical Campus	MEDICAL CAMPUS
South End	SOUTH END
School of Medicine	SCHOOL OF MEDICINE
School of Public Health	SCHOOL OF PUBLIC HEALTH
Goldman School of Dental Medicine	GOLDMAN SCHOOL OF DENTAL MEDICINE

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### Which is better?

Boston University  
Medical Campus  
School of Medicine  
School of Public Health  
Goldman School of Dental  
Medicine

**Boston University**  
**Medical Campus**  
**School of Medicine**  
**School of Public Health**  
**Goldman School of Dental Medicine**

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### Which is better?

Boston University	Boston University
Medical Campus	Medical Campus
South End	South End
School of Medicine	School of Medicine
School of Public Health	School of Public Health
Goldman School of Dental Medicine	Goldman School of Dental Medicine

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### Which is better?

Boston University	<b>Boston University</b>
Medical Campus	<b>Medical Campus</b>
South End	<b>South End</b>
School of Medicine	<b>School of Medicine</b>
School of Public Health	<b>School of Public Health</b>
Goldman School of Dental Medicine	<b>Goldman School of Dental Medicine</b>

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### **Dyslexia friendly style guide**

<https://www.bdadyslexia.org.uk/advice/employers/creating-a-dyslexia-friendly-workplace/dyslexia-friendly-style-guide>

- **Use sans serif fonts**
- **Big fonts with contrast (not Calibri!)**
- **Don't underline**
- **No all caps**
- **Break up paragraphs; Use space between paragraphs**
- **Concise, avoid distractors, use images**

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### **Why Negotiation Skills?**

- **Better manage your class, unit.**
- **Everything is a negotiation**
- **Maintain relationships**
- **Recognize when you are being manipulated**
- **Improve the way you are treated**
- **Better parenting**

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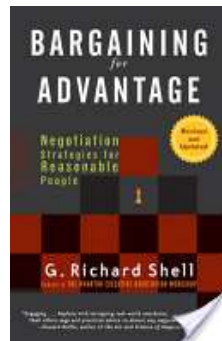
## Based on Standard Texts

### Negotiating

- Bargaining for Advantage

### Conflict: Harvard Negotiation Project

- Getting to Yes
- Difficult Conversations
- Behavioral Economics
- Predictably Irrational



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## Getting to Yes

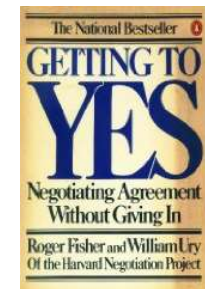
Fisher and Ury

### Process

- Separate the people from the problem  
What is right vs. Who is right
- Focus on Interests
- Generate options
- Use objective criteria

### Suggests strategies for when the other party:

- Is more powerful
- Uses dirty tricks



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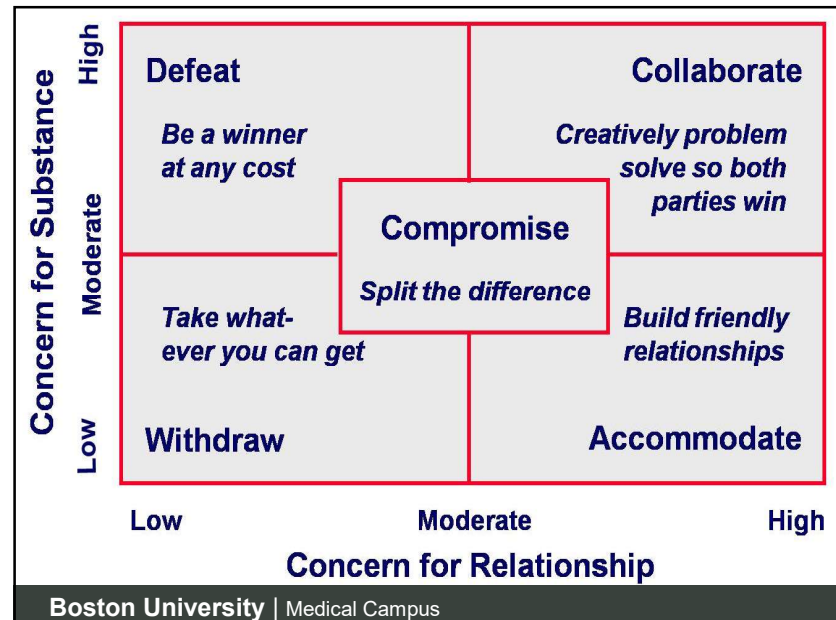


## Self assessment

# Thomas-Kilmann Conflict Mode Instrument

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## Bargaining Styles

1. **Avoider:** hates/avoids conflict
2. **Compromiser:** relationship is primary
3. **Accommodator:** solves others problems
4. **Competitor:** I win, you lose
5. **Collaborator:** Problem solver, bigger pie, win/win

## Use the right style for the situation

**Avoid:** pick your battles: your teenager, spouse

**Compromise:** small difference; not worth the time.

**Accommodate:** Who gets on the airplane first?  
Who cares?

**Compete:** Sports; if the outcome is important, but not the relationship, hostile takeovers

**Collaborate:** the decision matters & relationship is important

## In an Emergency

be **Directive** *if you know what you are doing*

- Deer in the headlights problem
- Need to get people to act
  - Do CPR
  - Call 911
  - Fire: Get out of the building

## Cautions

People tend to believe others are like themselves (projection).

- Trustworthy people believe others are trustworthy—dangerous.
- Competitors believe their counterparts are competitive, and thus are difficult to convert.

### Simple strategies: Success rate?

Excuse me, I have **5** pages.

May I use the Xerox machine?

- because I am in a rush?
- because I have to make copies?

Excuse me, I have **20** pages.

May I use the Xerox machine?

- because I am in a rush?



### The Power of “Because”

Excuse me, I have 5 pages. May I use the Xerox machine? **Success rate 60%**

- because I am in a rush? **Success rate 94%**
- because I have to make copies? **Success rate 93%**

Excuse me, I have 20 pages. May I use the Xerox machine? **Success rate 24%**

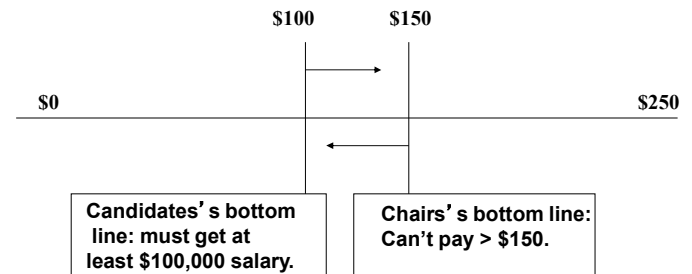
- because I am in a rush? **Success rate 42%**



## Prepare Your Goals

- Think carefully: what do you really want?
- Goals: set upper limit -- what you will ask for. You mentally concede everything beyond your goal, so you will seldom do better. You can't hit a target if you never ask for it.
- Commitment to challenging but achievable goals provides significant psychological edge.
- Then focus on your *highest legitimate expectation* of what you should achieve, *not* the bottom line.

## The Bargaining Zone



During negotiations, people tend to gravitate toward their bottom line rather than measure against their bargaining goal.

### Determine your **Best Alternative to a Negotiated Agreement (BATNA)**

- Don't accept less than your BATNA: Walk away.
- Game theory concept of a disagreement point: Nobel Laureate John Forbes Nash (A Beautiful Mind)

### **Negotiation**

- Negotiate face to face
- Establish rapport (liking rule): we like and trust "people like us" and are more likely to say yes.
- Get all bad news out early
- Match style: confront bullies early
- Train bullies to be cooperative.

### **Consistency Trap**

- **The tip-off:** You are asked to agree with some statement before telling you why the statement is important.
- **Don't accept the premise.**
- **Used by aggressive negotiators, lawyers and telemarketers.**

### **Proposing**

- **Concrete proposal; offer a solution**
- **Anchor effect of first proposal**
  - **Uninformed:** never open
  - **Well informed:** open first
- **Must be somewhat reasonable:**  
**Outlandish offers kill the deal or your credibility.**

## Stages of Negotiation - Closing

- Secure an agreement: start small
- Test reciprocity in non-important area
- **Make the other side feel like it got a good deal.**
- Lots of negotiating tactics with names:
  - Scarcity tactic: someone else wants it.
  - Deadlines: e.g. deal is good for 5 days
- Don't give up too much at the end "leverage loss aversion".

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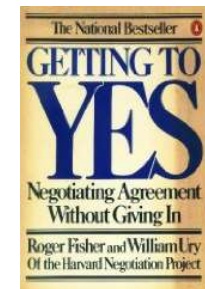
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## Getting to Yes

Fisher and Ury

A good agreement is

- wise & efficient,
- improves the parties' relationship.
- satisfies parties' interests
- fair & lasting.



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### **Read and Practice**

- Practice at work (and at home)
- Your turn.
  - Get a grant?
  - Disputed authorship
  - Buy a car

### **Recommendations for Medical Campus**

**Add to the students' curricula:**

- Leadership,
- Presentation skills, especially universal access.
- Conflict management.