

# **Words of 30 Years Experience**

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# DISCLOSURE OF RELEVANT RELATIONSHIPS

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No conflicts for this talk.

If you want to hear claims  
of “100% guaranteed”...



# Interview



*"Where do I see myself  
in 15 years? I wish  
you wouldn't ask that."*

**115 UM applicants  
after ~15 yrs...**

- 85 (74%) had predicted research career
- 7 (8% of 85) faculty

# Random thought

If you never interview  
underrepresented applicants,  
you won't have any  
underrepresented residents

- Ellis rule
- Rooney rule → NFL policy

# **You hear of resident problem from faculty**


Hope against hope – but never goes away

Discuss issue with resident ASAP

# Typical responses

Resident: “It’s not me, it’s...”

You: “The fault, dear Brutus,  
is not in our stars but in  
ourselves...” - Shakespeare: *Julius Caesar*, Act I, Scene ii



# Problem of insight

Poor joke tellers told the most jokes



“The greatest of all faults ...  
is to be conscious of none.”

- Thomas Carlyle, *The Hero as Prophet*

# Be alert to the unexpected

If resident not doing as expected, could be due to undiagnosed illness

# Random thoughts

Compliment in public,  
criticize in private

Don't critique on Friday

it does get it off your chest for the weekend

# Random thought

Solving a prior problem:

Senior residents must save  
2 of 4 weeks of vacation  
until near end of year –  
saves time for interviews, moving, etc.

Chair's permission needed  
to leave before June 30

# Numerical thoughts

## 80:20 rule

- 20% of people cause 80% of problem

## 90:10 rule

- 90% of people want to do good job, 10% don't

## 95:5 rule

- Project fails: 95% done but not last 5%

# Remind residents what is important -- repeatedly

- Great customer service is important to us
- We have a Service Excellence Program
- We tell our residents
  - When invited to interview
  - At interview
  - At orientation
- We have been #1 in patient satisfaction in our Health System for 15 yrs straight

*Every interaction, every single day*  
is a  
Moment of Truth

Will we create lasting positive impression?

--OR--

Will we have missed opportunity?

True for residents and for residency directors!