



# Resource Guide

FOR WOMEN AND INSTITUTIONS PURSUING  
FULLY INCLUSIVE GENDER EQUITY

January 2021

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As part of our mission, we're lifting up the people and organizations who share in our commitment to fully inclusive gender equity across intersections of race, ethnicity, gender, ability, age, religion, and other identities. In our work to pursue inclusion and antiracism, we maintain a shared set of resources that cultivate collective learning and growth.

This Resource Guide is a living document to provoke discussion, inspire questions, increase knowledge and understanding, and connect us to powerful allies in this space. We hope that you will disseminate the guide, with attribution, through your own networks, and reach out to add to this growing compendium.

Contact us for questions and contributions:

[info@carolemmottfoundation.org](mailto:info@carolemmottfoundation.org)

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**THE CAROL EMMOTT FOUNDATION IS A NATIONAL  
NONPROFIT ORGANIZATION DEDICATED TO  
ACHIEVING FULLY INCLUSIVE GENDER EQUITY IN  
HEALTHCARE LEADERSHIP AND GOVERNANCE.**

# Organizations and People to Follow

## **AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES**

<https://www.ache.org/>

The American College of Healthcare Executives is the professional society for healthcare leaders committed to improving health and bringing more diversity and inclusion into healthcare leadership.

## **AMERICAN COLLEGE OF PHYSICIANS**

<https://www.acponline.org/>

ACP has taken on gender equity in medicine as a major advocacy initiative, with resources available to their members. They are also working with the ACGME to create an aligned set of improvement initiatives across all specialty societies. Their platform for change includes ten actions to advance gender equity.

## **#BEETHICAL**

<http://sheleadshealthcare.com/>

The #BeEthical campaign is a call to action for healthcare leaders to recognize the ethical imperative for workforce gender equity.

## **C-SWEETENER MENTORING NETWORK**

<https://csweetener.org/>

With the goal of pairing women leaders in or nearing the C-suite with top industry mentors, C-Sweetener offers a rich panel of mentors and a mobile platform to connect.

## **CATALYST**

<https://www.catalyst.org/mission/>

Founded in 1962, Catalyst is a global nonprofit working with some of the world's most powerful CEOs and companies to build workplaces that work for women, with pioneering research, tools, and solutions to advance women.

## **EMILY'S LIST**

<https://www.emilyslist.org/>

Committed to electing pro-choice, female Democrats to all levels of government.

## **THE EQUITY COLLABORATIVE**

*a program of The Carol Emmott Foundation*

<http://carolemmottfellowship.org/blog/2019/9/11/introducing-the-equity-collaborative>

The Equity Collaborative is an active, self-driven learning community of leading healthcare organizations committed to fully inclusive gender equity within their own organizations and across the industry.

## **EQUALITY CAN'T WAIT**

<https://www.equalitycantwaitchallenge.org/>

Equality Can't Wait is a conversation platform launched by Melinda Gates that connects women with resources to fight inequity in the workplace.

## **GENDER AVENGER**

<https://www.genderavenger.com/>

The GATally app keeps track of how many men, women, and women of color participate in public events to increase diversity.

## **HEALTHCARE BUSINESSWOMEN'S ASSOCIATION**

<https://www.hbanet.org/>

The Healthcare Businesswomen's Association is a global nonprofit comprised of individuals and organizations from across healthcare committed to achieving gender parity in leadership positions, facilitating career and business connections, and sharing best practices.

### **HE FOR SHE**

<https://www.heforshe.org>  
@HeforShe

Founded by the United Nations, HeForShe is a solidarity movement for gender equality, with a focus on cultivating male allyship.

### **#ILOOKLIKEADOCTOR, #ILOOKLIKEASURGEON @BLACKGIRLSDOC**

Global movement of African-American female physicians and surgeons challenging views of the medical and surgical profession.

### **INTERNATIONAL WOMEN'S FORUM**

<https://www.iwforum.org/>

IWF membership includes more than 7,000 accomplished women from 33 nations, answering high-achieving women leaders' need for a community of diverse thinkers.

### **LEAN IN**

<https://leanin.org/>

Founded by Sheryl Sandberg, Lean In has facilitated the development of over 41,000 Lean In Circles in 170 countries and partners with McKinsey & Company on the annual Women in the Workplace research.

### **MCKINSEY WOMEN IN THE WORKPLACE**

<https://www.mckinsey.com/featured-insights/gender-equality>

McKinsey bridges the gap between discussing gender equality in the corporate context and making meaningful change.

### **THE MEMO**

<https://www.myweekllymemo.com/>

The Memo is devoted to helping women of color take control of their careers by providing access to important resources and advice.

### **MICHELLE SINGLETARY | THE WASHINGTON POST**

<https://www.washingtonpost.com/people/michelle-singletary/>

Singletary writes a nationally syndicated personal finance column, "The Color of Money," and produced a ten-part series on racism in finance.

### **MICHIGAN WOMEN'S SURGICAL COLLABORATIVE**

<https://irwg.umich.edu/content/michigan-women%E2%80%99s-surgical-collaborative>

This group of women surgeons at the University of Michigan and beyond are working to enhance gender diversity among academic surgeons and surgeon leaders, as well as create the first department of surgery in the U.S. that is truly open and fair.

### **MODERN HEALTHCARE WOMEN LEADERS IN HEALTHCARE**

<https://www.women-leaders.modernhealthcare.com/>

The annual meeting is focused on gender issues in healthcare leadership, with an award series to honor outstanding female leaders in the industry.

### **MOMENTUM**

<https://momentumleaders.org/>

Momentum advances equity for women in leadership through a rigorous executive leadership program, conferences, community events, mentor matching, corporate training, and a Men with Momentum initiative.

### **NURSES ON BOARDS**

<https://www.nursesonboardscoalition.org/>

The group was founded to put at least 10,000 nurses on boards by 2020, as well as raise awareness of the benefit of the nursing perspective to achieve the goal of improved health.

### **PARADIGM FOR PARITY**

<https://www.paradigm4parity.com/>

The movement is a coalition of business leaders dedicated to addressing the leadership gender gap in corporate America by adopting a five-point platform for change.

### **THE REPRESENTATION PROJECT**

<http://therepresentationproject.org/>

Using film and media as catalysts for cultural transformation, the group inspires others to confront gender stereotypes and shift norms.

### **TIME'S UP HEALTHCARE**

<https://timesupnow.org/>

@TimesUpHealthcare

Founded with seed money from the entertainment industry in response to #MeToo, Time's Up Healthcare is raising awareness of pay inequity and sexual harassment in academic medicine. The Time's Up Legal Defense Fund also provides support to victims of sexual assault.

### **WHAM GLOBAL**

<https://www.whamglobal.org/>

WHAM empowers women to advocate for their health and the health of others, with a focus on addressing maternal mortality.

### **WOMEN BUSINESS LEADERS**

<https://www.wbl.org/>

WBL is a nonprofit organization housing the premier peer network of female executives across the healthcare industry. Built on and inspired by genuine relationships between peers, WBL brings together women leaders for honest discussions about the opportunities and challenges facing the industry.

### **WOMEN IN GLOBAL HEALTH**

<https://www.womeningh.org/>

WGH works with global health organizations to encourage stakeholders from governments, civil society, foundations, academia, professional associations, and the private sector to achieve gender equality in global health leadership.

### **WOMEN OF IMPACT**

<https://www.womenofimpact.net/>

Women of Impact for Health Care is a group of female executives representing all sectors of the healthcare industry, believing that healthcare will be improved with more women in leadership.

### **WOMEN ON BOARDS**

<https://www.womenonboards.net/en-au/home>

WB is an independent, action-oriented social enterprise with a history of connecting women to board positions.

### **100x2030**

<https://jhaymeetyan.com/100x2030/>

100x2030 is an initiative that inspires inclusive leadership in healthcare, with a specific focus on sponsoring 100 women of color within the next decade.

### **30% CLUB**

<https://us.30percentclub.org/>

The 30% Club launched in June 2014, with a goal of achieving 30% female directors on S&P 100 boards by 2020.

# Essential Viewing

## **TILTED: A LEAN IN PODCAST**

<https://leanin.org/tilted-a-lean-in-podcast>

## **HARVARD BUSINESS REVIEW:**

### **WOMEN AT WORK**

<https://hbr.org/2018/01/podcast-women-at-work>

## **THE WALL STREET JOURNAL:**

### **SECRETS OF WEALTHY WOMEN**

<https://www.wsj.com/podcasts/secrets-of-wealthy-women>

## **THE WAVES: GENDER, RELATIONSHIPS, FEMINISM**

<https://www.stitcher.com/podcast/slate/the-waves>

## **WOMEN KILLING IT**

<http://www.womenkillingit.com/>

## **AMERICAN MEDICAL ASSOCIATION INTERVIEW WITH DR. ESTHER CHOO**

<https://www.ama-assn.org/practice-management/physician-diversity/gender-inequity-medicine-expert-survey-landscape>

## **WHY WOMEN NEED SPONSORS**

<https://www.listennotes.com/podcasts/women-at-work/sponsorship-defining-the-pxTPE0keBJh/>

## **BRENÉ BROWN ON VULNERABILITY**

[https://www.ted.com/talks/brene\\_brown\\_the\\_power\\_of\\_vulnerability/transcript?language=en](https://www.ted.com/talks/brene_brown_the_power_of_vulnerability/transcript?language=en)

Author of *Dare to Lead* shares her insights about the power of vulnerability and why it is essential to human connection.

## **AMY CUDDY ON BODY LANGUAGE**

<https://www.youtube.com/watch?v=Ks-Mh1QhMc>

Body language affects how others see us, but it may also change how we see ourselves.

## **SUSAN COLANTUONO ON CAREER ADVICE**

[https://www.ted.com/talks/susan\\_colantuono\\_the\\_career\\_advice\\_you\\_probably\\_didn\\_t\\_get/discussion?trk=organization-update-content\\_share-video-embed\\_share-article\\_title](https://www.ted.com/talks/susan_colantuono_the_career_advice_you_probably_didn_t_get/discussion?trk=organization-update-content_share-video-embed_share-article_title)

Learn the surprising advice you might not have heard quite as candidly.

## **KAREN FEINSTEIN ON WOMEN AS HEALTHCARE ACTIVISTS**

<https://www.youtube.com/watch?v=5MNdWodw0IY>

The co-founder of the Women's Health Activist Movement Global shares insight on creating transparent, respectful, accountable, and equitable healthcare.

### **CLAIRE POMEROY ON RESILIENCE AND HEALTH EQUITY**

<https://www.youtube.com/watch?v=qykD-2AXKIU>

Claire Pomeroy describes her experience with the social determinants of health while living on the streets and in the foster system.

### **DENISE BROSEAU ON TRUST IN PUBLIC INSTITUTIONS**

<https://www.youtube.com/watch?v=dJcXk6HoDUg>

Studies reveal that trust in public institutions is waning. Discover a three-part framework for how organizations and leaders can build trust and credibility with their constituents.

### **MICHELLE SINGLETARY**

<https://youtu.be/cb5F-cGLK8U>

Financial writer Michelle Singletary speaks about her own struggles as a Black woman.

### **JANET STOVALL ON GETTING SERIOUS ABOUT INCLUSION IN THE WORKPLACE**

[https://www.ted.com/talks/janet\\_stovall\\_how\\_to\\_get\\_serious\\_about\\_diversity\\_and\\_inclusion\\_in\\_the\\_workplace/transcript?language=en](https://www.ted.com/talks/janet_stovall_how_to_get_serious_about_diversity_and_inclusion_in_the_workplace/transcript?language=en)

Janet Stovall imagines a workplace where people of all colors and races are able to climb every rung of the corporate ladder, and where the lessons we learn about diversity at work actually transform the things we do, think, and say outside the office.

### **DOROTHY ROBERTS ON THE PROBLEM OF RACE-BASED MEDICINE**

[https://www.ted.com/talks/dorothy\\_roberts\\_the\\_problem\\_with\\_race\\_based\\_medicine/up-next?language=az](https://www.ted.com/talks/dorothy_roberts_the_problem_with_race_based_medicine/up-next?language=az)

University of Pennsylvania civil rights sociologist and law professor speaks to the traces of race-based medicine and invites us to be a part of ending it.

### **SHERYL SANDBERG ON WOMEN IN THE WORKPLACE**

[https://www.ted.com/talks/sheryl\\_sandberg\\_why\\_we\\_have\\_too\\_few\\_women\\_leaders](https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders)

Listen to three powerful pieces of advice for women aspiring to the C-suite.

### **NANCY SCHLICHTING ON CREATING INCLUSIVE WORKPLACES**

[https://www.youtube.com/watch?v=\\_SSxlG2qvvgg](https://www.youtube.com/watch?v=_SSxlG2qvvgg)

Hear wisdom from the woman credited for leading a \$4 billion healthcare organization to award-winning patient safety, customer service, and diversity.

### **STRUCTURAL DISCRIMINATION: THE UNEQUAL OPPORTUNITY RACE**

[https://www.youtube.com/watch?v=vX\\_Vzlr8NY&feature=youtu.be](https://www.youtube.com/watch?v=vX_Vzlr8NY&feature=youtu.be)

A short video that depicts how structural discrimination prevents marginalized communities from competing fairly.

### **WANDA IRVING ON HOW THE US MEDICAL COMMUNITY FAILS BLACK MOTHERS**

[https://www.ted.com/talks/wanda\\_irving\\_how\\_the\\_us\\_medical\\_community\\_fails\\_black\\_mothers/transcript?language=en](https://www.ted.com/talks/wanda_irving_how_the_us_medical_community_fails_black_mothers/transcript?language=en)

Black women in the U.S. are nearly 300 percent more likely to die as a result of childbirth than white women. Sharing appalling statistics on maternal mortality as well as her own tragic story of loss, Irving explains how racism and bias in healthcare dismisses Black pain.

### **SUE BORREGO ON UNDERSTANDING MY PRIVILEGE**

<https://www.youtube.com/watch?v=XlRxqC0Sze4>

Borrego discusses how white people fail to understand their own privilege.

**HEATHER MCGHEE ON RACISM'S COST FOR EVERYONE**

<https://podcasts.apple.com/us/podcast/racism-has-a-cost-for-everyone-heather-c-mcghee/id160904630?i=1000471683489>

Racism makes our economy worse—and not just in ways that harm people of color. McGhee shares startling insights into how racism fuels bad policymaking and drains our economic potential.

**LUVVIE AJAYI ON GETTING COMFORTABLE WITH BEING UNCOMFORTABLE**

[https://www.ted.com/talks/luvvie\\_ajayi\\_get\\_comfortable\\_with\\_being\\_uncomfortable/details?referrer=playlist-work\\_smarter&language=en](https://www.ted.com/talks/luvvie_ajayi_get_comfortable_with_being_uncomfortable/details?referrer=playlist-work_smarter&language=en)

The writer, activist, and self-proclaimed professional troublemaker shares three questions to ask yourself if you are teetering on the edge of speaking up or staying silent.

**BRITTANY BARRON ON WHAT BEYONCÉ TAUGHT ME ABOUT RACE**

<https://www.youtube.com/watch?v=fDzj9vRw5yM&t=23s>

Barron interprets Beyoncé's music as a road map about race relations in the U.S., showing how race, gender, and sexuality interact with our everyday lives.

**MELANIE FUNCHESS ON IMPLICIT BIAS**

<https://www.youtube.com/watch?v=Fr8G7MtRNlk>

Funchess discusses how implicit bias impacts our lives, our communities, and our organizations.

**KIMBERLÉ CRENSHAW ON THE URGENCY OF INTERSECTIONALITY**

[https://www.ted.com/talks/kimberle\\_crenshaw\\_the\\_urgency\\_of\\_intersectionality/up-next?language=en](https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality/up-next?language=en)

Crenshaw defines “intersectionality” as the phenomenon of persons standing in the path of multiple forms of exclusion, including race and gender.

**RENI EDDO-LODGE ON NO LONGER TALKING TO WHITE PEOPLE ABOUT RACE**

<https://www.youtube.com/watch?v=2vJZdeSqfFY>

**IBRAM X. KENDI ON THE DIFFERENCE BETWEEN BEING “NOT RACIST” AND ANTIRACIST**

[https://www.ted.com/talks/ibram\\_x\\_kendi\\_the\\_difference\\_between\\_being\\_not\\_racist\\_and\\_antiracist/details?ted-conf=](https://www.ted.com/talks/ibram_x_kendi_the_difference_between_being_not_racist_and_antiracist/details?ted-conf=)

Kendi defines the transformative concept of antiracism to help us more clearly recognize and take responsibility for and reject prejudices in our public policies, workplaces, and personal beliefs.



# Essential Reading

## **A BLACK WOMEN'S HISTORY OF THE UNITED STATES**

Daina Ramey Berry and Kali Nicole Gros

## **A PROMISED LAND**

Barack Obama

## **A WOMAN IS NO MAN**

Etaf Rum

## **BETWEEN THE WORLD AND ME**

Ta-Nehisi Coates

## **BREATHE: A LETTER TO MY SONS**

Imani Perry

## **CASTE: THE ORIGINS OF OUR DISCONTENTS**

Isabel Wilkerson

## **DARE TO LEAD**

Brené Brown

## **ELOQUENT RAGE: A BLACK FEMINIST DISCOVERS HER SUPERPOWER**

Brittney Cooper

## **FINDING LATINX: IN SEARCH OF THE VOICES REDEFINING LATINO IDENTITY**

Paola Ramos

## **FOUR HUNDRED SOULS: A COMMUNITY HISTORY OF AFRICAN AMERICA, 1619-2019**

Ibram X. Kendi and Keisha N. Blain

## **GIRL, WOMAN, OTHER**

Bernardine Evaristo

## **HBR GUIDE FOR WOMEN AT WORK**

Harvard Business Review

## **HEALER, LEADER, PARTNER**

Jack Cochran

## **HOW WOMEN RISE**

Sally Helgesen and Marshall Goldsmith

## **HUMBLE INQUIRY**

Edgar Schein

## **HEAVY: AN AMERICAN MEMOIR**

Kiese Laymon

## **HOMEGOING**

Yaa Gyasi

## **HOOD FEMINISM: NOTES FROM THE WOMEN THAT A MOVEMENT FORGOT**

Mikki Kendall

## **HOW TO BE AN ANTIRACIST**

Ibram X. Kendi

## **I'M STILL HERE: BLACK DIGNITY IN A WORLD MADE FOR WHITENESS**

Austin Channing Brown

## **INVISIBLE WOMEN: DATA BIAS IN A WORLD DESIGNED FOR MEN**

Caroline Criado Perez

## **KICK SOME GLASS**

Portia Mount and Jennifer Martineau

## **MAKE THE MOST OF MENTORING**

Susan Colantuono

## **ME AND WHITE SUPREMACY**

Layla F. Saad

## **MEN WE REAPED: A MEMOIR**

Jesmyn Ward

**MINOR FEELINGS: AN ASIAN AMERICAN RECKONING**

Cathy Park Hong

**MY VANISHING COUNTRY: A MEMOIR**

Bakari Sellers

**ONE PERSON, NO VOTE: HOW VOTER SUPPRESSION IS DESTROYING OUR DEMOCRACY**

Carol Anderson

**READY TO BE A THOUGHT LEADER?**

Denise Broseau

**REPRODUCTIVE INJUSTICE: RACISM, PREGNANCY, AND PREMATURE BIRTH**

Dána-Ain Davis

**SO YOU WANT TO TALK ABOUT RACE**

Ijeoma Oluo

**STAMPED FROM THE BEGINNING: THE DEFINITIVE HISTORY OF RACIST IDEAS IN AMERICA**

Ibram X. Kendi

**SUCCESS UNDER STRESS**

Sharon Melnick

**SWING TIME**

Zadie Smith

**THAT'S WHAT SHE SAID**

Joanne Lipman

**THE COLOR OF LAW: A FORGOTTEN HISTORY OF HOW OUR GOVERNMENT SEGREGATED AMERICA**

Richard Rothstein

**THE NEW JIM CROW: MASS INCARCERATION IN THE AGE OF COLORBLINDNESS**

Michelle Alexander

**THE SUM OF US: WHAT RACISM COSTS EVERYONE**

Heather McGhee

**THE VANISHING HALF**

Brit Bennett

**THE WARMTH OF OTHER SUNS**

Isabel Wilkerson

**THE YELLOW HOUSE: A MEMOIR**

Sarah Broom

**THE INFLUENCE EFFECT**

Kathryn Heath

**TRANSCENDENT KINGDOM**

Yaa Gyasi

**UNCONVENTIONAL LEADERSHIP**

Nancy Schlichting

**WE CAN'T TALK ABOUT THAT AT WORK**

Mary-Frances Winters

**WE WERE EIGHT YEARS IN POWER: AN AMERICAN TRAGEDY**

Ta-Nehisi Coates

**WHAT WORKS: GENDER EQUALITY BY DESIGN**

Iris Bohnet

**WHEN THEY CALL YOU A TERRORIST: A BLACK LIVES MATTER MEMOIR**

Patrisse Khan-Cullors and asha bandele

**WHITE FRAGILITY: WHY IT'S SO HARD FOR WHITE PEOPLE TO TALK ABOUT RACISM**

Robin DiAngelo

**WHITE RAGE**

Carol Anderson

**WHY ARE ALL THE BLACK KIDS SITTING TOGETHER IN THE CAFETERIA?**

Beverly Daniel Tatum

**WHY I'M NO LONGER TALKING TO WHITE PEOPLE ABOUT RACE**

Reni Eddo-Lodge

# Articles and Studies

- [The Atlantic: Denial is the Heartbeat of America](#)
- The Washington Post
  - [Red-lining Robs Black Families of Generational Wealth](#)
  - [Racial Microaggressions are Making Black People Sick](#)
  - [Reparations to Black Americans are Not a Handout but a Hand-up](#)
  - [How Race Affects Your Credit Score](#)
  - [Black People Have Good Reason to Fear Investing](#)
  - [What I Learned as a Black Woman Writing About Race and Money](#)
  - [Black Parents See College Degrees as a Key to Success](#)
  - [Affirmative Action Did Not Get Me a Job](#)
  - [The Racial Wealth Gap is About the System](#)
  - [Black Americans are Generous Donors Despite Less Net Wealth](#)
  - [Black Businesses Still Face Systemic Racism](#)
- [JAMA: Diversity and Representation of Physicians During COVID-19](#)
- [NEJM: Standing Up against Gender Bias and Harassment](#)
- [Equilar: Why Are So Few Women in the C-Suite](#)
- [Association of American Medical Colleges: Working to End Gender Harassment in Medicine](#)
- [BCG Action Strategies](#)
- [Press Ganey: Building Workforce Engagement and Improving Health Outcomes](#)
- [ACHE: Healthcare's Equity Imperative](#)
- [Bronson D., et al., "Crafting Successful Training Programs for Physician Leaders," \*Healthcare\*. 2015](#)

- Harvard Business Review
  - [The Gender Gap in 6 Charts](#)
  - [What an Anti-Racist Business Strategy Looks Like](#)
  - [Why Your Workplace Diversity Committee Isn't Working](#)
- [McKinsey & Company: Women in the Workplace 2020](#)
  - [Report on Dual Career Couples](#)
  - [The Economic Impact of Closing the Racial Wealth Gap](#)
  - [It's Time for a New Approach to Racial Equity](#)
  - [The Boss Factor: Making the World a Better Place Through Workplace Relationships](#)
  - [Understanding Organizational Barriers to a More Inclusive Workplace](#)
  - [Women in Healthcare: Moving from the Front Lines to the Top Rung](#)
- [NASEM: Report on Sexual Harassment of Women](#)
- [Oliver Wyman: Report on Women in Healthcare Leadership](#)
- [Steckler, D., et al. "Preparing to Lead Change: An Innovative Curriculum Integrating Theory, Group Skills, and Authentic Presence." \*Healthcare\*. 2015.](#)
- [Studies by Claudia Goldin, Harvard University](#)
- World Economic Forum
  - [Closing the Gender Gap Accelerators](#)
  - [Global Gender Report](#)
- [World Health Organization: Gender and Equity Analysis of the Global Health and Social Workforce](#)



Women belong in  
all places where  
decisions are  
being made.



**RUTH BADER GINSBURG**

# The Carol Emmott Fellowship: Convergence Resources

| TOOL                                       | SOURCE  | DESCRIPTION   |
|--|---|---|
| Benchmarks Executive 360 Assessment        | Center for Creative Leadership  | Evidence-based assessment of leadership competencies for executives.  |
| Compass®                                   | Center for Creative Leadership  | A tool that distills and organizes more than 50 years of leadership expertise, creating personalized strategies for leaders to build on strengths and improve in areas of development.                          |
| Making Leadership Happen™                  | Center for Creative Leadership, Cindy McCauley  | Seminal article describing the mindshift from leadership as an activity to leadership as a characteristic of groups.  |
| Positivity                                 | Barbara Frederickson  | What is the link between emotion and flourishing for individuals, teams, and organizations? Researcher Barbara Frederickson (UNC) demonstrates what it takes to create something powerful.                      |
| The Care and Feeding of the Leader's Brain | Center for Creative Leadership, Sharon McDowell-Larson  | The fitness guidance provided to executives in the Leadership at the Peak program.  |
| Visual Explorer                            | Center for Creative Leadership  | Card decks with images designed to stimulate lateral thinking.  |
| Interview Guide                            | Carol Emmott Fellowship   | A guide to holding conversations with people in your network to get useful feedback about your leadership.  |
| FIRO-B                                     | Myers Briggs Company  | A self-report measure of interpersonal needs that can help individuals and teams more effectively manage the emotional climate of their work.   |
| Hogan Personality Suite                    | Hogan Assessments   | Three personality assessments with a range of available reports to measure personality, risk factors, and values.   |
| Pfeffer, Jeffrey, "Power Play"             | Harvard Business Review (July-August 2010)  | Stanford University faculty tackles the realities of power with advice for leaders; we use to contrast to approaches to power by female writers (e.g. <i>Kick Some Glass</i> and <i>The Influence Effect</i> ). |
| Challenging Assumptions                    | <a href="https://shop.rsvpdesign.co.uk/challenging-assumptions">https://shop.rsvpdesign.co.uk/challenging-assumptions</a>                           | This deceptively simple puzzle stretches thinking and surface assumptions that may interfere with creative solutions.   |
| Polarity Thinking                          | Rabbi Shoshana Boyd Gelfand   | TedX, "The Power of Polarities"   |
| Mentoring Women                            | <a href="https://www.ccl.org/leadership-research-resources/mentoring-women/">https://www.ccl.org/leadership-research-resources/mentoring-women/</a> | A set of eight booklets based on CCL research to assist women in creating "a network of champions."   |

# The Carol Emmott Fellowship

## MISSION

Accelerate the leadership capacity and impact of women leaders in health.

## VISION

Develop outstanding women leaders in our organizations and professions who will enhance fully inclusive gender equity and transform health for all.

## GOALS

1. Strengthen each Fellow's unique capabilities, mission, and legacy through self-examination, fellowship, mentorship, and advocacy.
  2. Develop a growing community of women leaders working together with purpose to transform our organizations and professions.
  3. Help healthcare organizations institutions build more equitable, inclusive, and diverse cultures.
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## ADDITIONAL RESOURCES

### **Carol Emmott Foundation: Introducing the Equity Collaborative**

<http://carolemmottfellowship.org/blog/2019/9/11/introducing-the-equity-collaborative>

### **All videos are available on Vimeo**

<https://vimeo.com/carolemmottfoundation/videos>

- Carol B. Emmott's Story
- 2016 Welcome Weekend Launch Video
- Carol Emmott Fellowship: Advancing Women Leaders in Health
- Carol Emmott Fellowship: Making an Impact in Health Leadership

# The Equity Collaborative

## MISSION

The Equity Collaborative is an active learning community of large healthcare organizations committed to fully inclusive gender equity.

## VISION

To create a fully inclusive gender equity culture in each Collaborative Member and the healthcare industry.

## GOAL

Demonstrate how fully inclusive gender equity improves organizational performance, including employee engagement, patient satisfaction and health outcomes, and reduced healthcare disparities.

## OVERVIEW

Collaboratives serve as powerful change vehicles in healthcare, as exemplified by the Institute for Healthcare Improvement and similar organizations. True collaboratives are not just forums for idea-sharing; they are powerful accountability levers for organizations committed to measuring their performance and achieving tangible individual and collective goals. Launching a member-driven gender equity collaborative for healthcare companies will positively impact organizational culture change faster than any single tool or technique.

The Equity Collaborative, a part of The Carol Emmott Foundation, is a learning community of healthcare systems working together to accelerate progress in achieving institutional gender equity and promoting gender equity across the industry. The Equity Collaborative helps healthcare organizations to:

- Promote shared learning about best practice gender equity initiatives and change strategies from peer organizations.
- Facilitate access to approaches, products, and solutions from other industries that can accelerate improvement.
- Measure progress and demonstrate improvement using common agreed-upon metrics.
- Promote mutual accountability for results.
- Develop innovative approaches and ideas for improving gender equity.
- Demonstrate how gender equity can improve organizational performance, employee and patient satisfaction, health outcomes, and reduce healthcare disparities.
- Articulate, publicize, and advocate winning strategies with organizations beyond the membership.

## **BENEFITS OF IMPROVED GENDER EQUITY FOR MEMBER INSTITUTIONS INCLUDE:**

- **ACCESS TO TALENT.** Organizations in search of talented leadership can expand their talent pools by hiring and promoting more women. The McKinsey Global Institute estimates that advancing the economic potential of women in the U.S. could add \$4.3 trillion to annual GDP.
- **MORE INNOVATION.** A 2017 study by Boston Consulting Group found that companies with above average diversity (including gender diversity) had 19% more revenue from innovation than companies with below average diversity.
- **REDUCED RISK.** Sexual harassment suits are becoming more numerous and more expensive for employers with “toxic cultures” that appear to tolerate sexual harassment, and judges and juries deciding damage awards may be even less tolerant of healthcare companies since they are expected to uphold societal norms of caring and universal respect.
- **IMPROVED PERFORMANCE.** Studies by McKinsey & Company, Boston Consulting Group, MSCI, and others have found that companies with more women on Executive Committees and Boards perform better on return on equity, EBIT, earnings per share, and stock price appreciation than companies with fewer women in leadership positions.

Moving more women into leadership positions won’t eliminate all the inequities facing women in healthcare. Institutional cultures that condone sexual harassment will not immediately reform themselves when more women are promoted. However, increasing the number of women in senior leadership and governance will undoubtedly help Collaborative members build more just, diverse, and productive work environments.

## **THE NEED**

While women make up 78 percent of total industry employees, they represent only 35 percent of all C-suite executives, 28 percent of Board members, 18 percent of hospital CEOs, and 11 percent of CEOs of large hospitals. Even when controlling for rank, women in healthcare are paid less than men: female hospital CEOs, for example, earn 23 percent less than male hospital CEOs.

Moreover, sexual discrimination and harassment are pervasive in the culture of medicine and healthcare, especially academic medicine.

Gender bias is a cultural problem that afflicts most healthcare organizations, and the cost of the problem is growing. The opportunity cost of gender bias—under-utilization of talented women—has always been high, but the #MeToo movement has encouraged women who experience harassment or discrimination to speak out, raising the real cost of bias. Healthcare organizations are facing expensive lawsuits, senior executives are losing their jobs, and promising careers which companies have invested in are being cut short.

Leaders of most large healthcare organizations are scrambling to find solutions for their institutions. Most have tightened up sexual harassment policies to reduce legal risk and are trying to advance more women into management ranks. Some have mandated specific programs, such as implicit bias training.

Because gender inequity is so profoundly embedded in our culture, change has been agonizingly slow. Men still dominate senior levels of management and governance of large healthcare organizations. Many of these men are working hard to create environments that embrace diversity and full participation, but are frustrated because they haven't been able to create the change they wish to see. Men and women healthcare leaders are searching together for ways to level the playing field.

The purpose of The Equity Collaborative is to help committed healthcare companies transform their cultures to accelerate the advancement of women in senior management and governance. Leadership and culture are mutually reinforcing: the more women companies have in leadership positions, the more their cultures will support gender equity and discourage sexual harassment and discrimination, and vice versa.

## **MEMBERSHIP**

The Equity Collaborative is open to healthcare organizations with large employment bases. Within this group, Collaborative membership will be inclusive and diverse, and include:

- Direct care providers, such as health systems, academic medical centers, schools of medicine, medical groups, integrated delivery networks, and specialized providers like ambulatory care centers, urgent care centers, and home care companies. Provider organizations are an initial focus, since they employ roughly two-thirds of healthcare workers in the U.S.
- Health plans, MSOs, and ACOs that manage population health
- Pharmaceutical, biotech, and durable medical equipment companies
- Health IT companies and other suppliers of information products to the healthcare industry
- Healthcare professional firms and industry associations

These healthcare industry segments are at different places along their journey toward gender equity, and as a result, their development paths will be different. The Collaborative accepts and utilizes these differences to accelerate learning for all members.

Membership in the Collaborative must be ratified at the highest level of the organization, such as the CEO and/or Board. Member organizations must agree to collect and share data within the Collaborative (with appropriate safeguards) and must agree to complete the McKinsey & Company annual "Women in the Workplace" survey at no additional cost. McKinsey & Company will compile and analyze the data for Members and the Collaborative to help set and achieve measurable process and outcome goals. Members also commit to undertaking one or more focused improvement projects to increase gender equity in leadership. Most importantly, Members commit to each other to make meaningful progress in achieving gender equity goals.

Eligibility for membership in the Collaborative is determined by the Membership Committee, which makes recommendations to the Collaborative's Governing Council.

## **MORE INFORMATION**

Gayle Capozzalo | Executive Director, The Equity Collaborative  
[gayle@theequitycollaborative.org](mailto:gayle@theequitycollaborative.org) | 203.415.4326

# Center For Creative Leadership: Women's Mentoring Resources

The Center for Creative Leadership has been committed to women's leadership since conducting the original research on "the glass ceiling."

In 2019, for International Women's Day, CCL published a series of eight guides on mentoring from the perspectives of the organization establishing the program (both the mentor and the mentee). Their research has consistently found that, "When women lead, organizations better serve their employees, communities, and missions. Creativity, innovation, and agility are enhanced, enabling companies to better embrace the challenges the future holds."

These open-source resources are available online for use and distribution, with attribution:  
<https://www.ccl.org/leadership-research-resources/mentoring-women/>



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