



Resource Guide

The Mission of The Carol Emmott Foundation is to transform health by accelerating the advancement and impact of women leaders and achieving gender equity and fully inclusive leadership and governance in our healthcare institutions.

May 2020

*This Resource Guide is a compendium of the resources and relationships we have benefited from in both creating the Carol Emmott Fellowship curriculum, The Equity Collaborative, and becoming actively engaged in the broader movement for gender equity nationally and internationally. None of these resources are “gospel” per se, and you may disagree with some of them. We hope this acts as a living document, and as the field becomes more knowledgeable, scientific, and successful, we encourage you to contact us to contribute the best readings that you have encountered. Please join us in honing, improving, and maintaining The Carol Emmott Foundation Resource Guide, and feel free to share widely, **with attribution!***

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**Please note: If you are unable to access the documentation via links that appear throughout this packet, please contact info@carolemmottfoundation.org.*

I. Women's Leadership Organizations

American College of Physicians	ACP has taken on gender equity in medicine as a major initiative, and has significant resources for their membership. In addition, they are working with the ACGME to create an aligned set of improvement initiatives across all of the specialty societies. They have published a platform for change and have a list of 10 things we can do to create gender equity. https://www.acponline.org/advocacy/where-we-stand/women-in-medicine/top-10-things-you-can-do-to-impact-gender-equity-in-medicine	https://www.acponline.org/advocacy/where-we-stand/women-in-medicine
C-Sweetener	Mentoring network with the goal of pairing women leaders in or nearing the C-suite with top industry female and male mentors, in an effort to make more women successful as C-suite leaders. While the healthcare industry recognizes the importance of diversity and female contribution, it lags behind other industries in terms of promoting diversity and female leadership among its ranks. There is a rich panel of mentors, and a mobile platform for the service.	https://www.csweetener.org/
Healthcare Businesswomen's Association	A large, global nonprofit organization comprised of individuals and organizations from across the healthcare industry committed to achieving gender parity in leadership positions, facilitating career and business connections, and providing effective practices that enable organizations to realize the full potential of their female talent. Includes Pharma, Biotech, Provider and Payer organizations.	https://www.hbanet.org/about
The Equity Collaborative, a new program of the Carol Emmott Fellowship	An emerging forum of leading health systems nationally together that will be launched on July 30, 2019, with the objective to accelerate progress toward gender equity and enhance overall performance of the industry. Steering Committee includes steering committee that includes the CEOs of Dartmouth Hitchcock, Yale New Haven Health, City of Hope, University of Chicago Medicine and Rush, as well as two CEF Board members, Dr. David Blumenthal and Dr. Joanne Conroy. Several of the academic health centers will join with their medical school deans.	See Section VIII
International Women's Forum	An invitation-only, membership organization dedicated to building better leadership locally and globally. IWF's charitable arm, the Leadership Foundation, supports	http://iwforum.org/programs/fellowships-program/

	high-potential women through leadership development programs. (Not healthcare-specific)	
The Michigan Women's Surgical Collaborative	A group of women surgeons at the University of Michigan and beyond who are working to enhance gender diversity among academic surgeons and surgeon leaders. Recommendations for improvements to create the first department of surgery in the US that is a truly open and fair environment.	https://medicine.umich.edu/dept/surgery/news/archive/201807/empowering-women-surgery-michigan-promise-michigan-women%E2%80%99s-surgical-collaborative
Modern Healthcare Women Leaders in Healthcare	An annual meeting focused on gender issues in healthcare leadership and a biannual awards process recognizing outstanding female leaders in the industry. Will be July 31 and August 1 in Chicago in 2019. They also recognize women leaders in health nationally.	https://modernhealthcare.wixsite.com/womenLeaders
Momentum	Alabama's premier women's leadership program which empowers a diverse group of promising women to develop leadership skills that positively impact business, culture and politics in Alabama. (Not healthcare-specific)	https://momentumleaders.org/
Nurses on Boards Coalition	Goal is to help ensure that at least 10,000 nurses are on boards by 2020, as well as raise awareness that all boards would benefit from the unique perspective of nurses to achieve the goals of improved health, and efficient and effective health care systems at the local, state, and national levels. They are encouraging all of our fellows who are nurses who serve on boards to register on their website and track their progress, and the progress of their peers.	https://www.nursesonboardscoalition.org/
Paradigm for Parity	The Paradigm for Parity movement is a coalition of business leaders dedicated to addressing the leadership gender gap in corporate America, by adopting a 5 point platform for change. (Not healthcare specific)	https://www.paradigm4parity.com/
Times Up Healthcare	Founded with original seed money from the entertainment industry, in response to #MeToo, now branching into other industries. Academic medicine has the highest incidence of sexual harassment and pay equity issues (#TimesUpHealthcare). Also includes specific solutions, and a Times Up Legal Defense fund for victims of sexual assault. Officially launched on March 1, 2019 in New York City.	https://www.timesupnow.com/
Women on Boards	An independent, action-oriented social enterprise with a proud history of supporting women to leverage their professional skills and experience into non executive-director and other board level roles. (Not healthcare-specific)	https://www.womenonboards.net/en-AU/home

Women Business Leaders of the US Health Care Industry Foundation	WBL's goal is to help senior executive women in the health care industry improve their businesses and continue to grow professionally. They have established a national campaign dedicated to increasing the percentage of women on corporate boards to 20% by 2020. WBL has hosted the Fellowship and is very supportive of our mission and welcomes our fellows who meet their membership criteria to join.	https://www.2020wob.com/affiliate/women-business-leaders-us-health-care-industry-foundation-wbl
Women in Global Health	Works with other global health organizations to encourage stakeholders from governments, civil society, foundations, academia and professional associations and the private sector to achieve gender equality in global health leadership in their space of influence.	http://www.womeningh.org/
Women of Impact: Leaders in Health and Healthcare	A group of executive-level women from diverse sectors of the health care industry with a shared goal to realign the health care system to meet the needs of all Americans, recognizing that the people who need care come from all walks of life. Founded by Joanne Conroy, a Carol Emmott Fellowship board member. Provides facilitation for the Fellowship at our May Washington, DC meeting.	http://www.womenofimpact.net/
He for She	Created by UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women, the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform where a global audience can engage and become change agents for the achievement of gender equality in our lifetime. This group is the group that most strongly states the need for men to join the Cause. (Not healthcare-specific)	https://www.heforshe.org <u>Twitter handle:</u> #HeforShe
Catalyst	Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. Founded in 1962, Catalyst helps organizations remove barriers and drive change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone. Catalyst also has an on-going research program providing data about gender equity. (Not healthcare specific)	https://www.catalyst.org/

II. People & Groups to Follow on Social Media

- [WHAM Global](#): The Women’s Health Activist Movement (WHAMglobal) empowers women to advocate for their own health and the health of others. The initial focus of the effort is to identify the root causes of maternal mortality and better support and care for moms and families through the entirety of their care. This mission is especially critical in the US, where maternal mortality is on the rise, and far above nearly all other developed countries.
- [Emily’s List](#): Committed to serving as a driving force of change in America by working to elect Democrats who are female and pro-choice. Emily’s List’s vision is to infuse pro-choice Democratic women to office locally, state-wide, regionally, and nationally, through their 5 million members.
- [Lean In](#): Lean In Mission: to help women achieve their ambitions and work to create an equal world – where people of every gender can pursue their dreams without bias. Driven by the belief that our society and economy would be better if women and girls were valued as equal to men and boys. Has facilitated the development of over 41,000 Lean In Circles in 170 countries, partnering with McKinsey on the annual Women in the Workplace research, and offering the Tilted podcast.
- [McKinsey: Women in the Workplace](#): Helping companies bridge the gap between discussing gender equality and making actual change in the workplace. Link through the McKinsey site, that is a source of additional publications on the topic, as well.
- [#TimesUp](#): Times Up Now: Organization that draws attention to sexual assault, pay inequity, harassment and inequality in the workplace. This group launched a #TimesUp Healthcare initiative, including several “friends of the Fellowship”.
- [#ILookLikeADoctor #ILookLikeASurgeon](#): Global movement of African American female physicians and female surgeons to create social media campaigns to change public views of who belongs in the medical and surgical profession. @blackgirlsdoc
- [The Representation Project](#): Using film and media as catalysts for cultural transformation, The Representation Project inspires individuals and communities to challenge limiting gender stereotypes and shift norms. (Not healthcare specific)
- [GenderAvenger.com](#): A social media campaign with an App #GATally to count how many men, women, and women of color participate in public events, providing real data to avoid “manels” and increase diversity in meetings and presentations. #genderavenger (not healthcare specific)
- [#BeEthical: The Be Ethical Campaign](#) is a call to action for healthcare leaders to recognize that workforce gender equity is an ethical imperative and to take action to bring about change. Traditional approaches to achievement of gender equity have not

worked well enough. Leaders often point to anecdotal successes rather than system wide changes that can be quantified. A comprehensive scientific approach utilizing data analysis is the surest path toward workforce equity. This will require leaders to commit to prioritization, funding, implementation of metrics, and reporting of outcomes. BeEthical is building tools and approaches to initiating, leading and achieving gender equity in our field.

- <https://equalitycantwait.evoke.org> Melinda Gate's website & conversation platform that connects women to resources to fight against inequality in the workplace. Comedians are encouraged to submit videos to help use humor to spread information about gender equity.
- [The Broadsheet from Fortune Magazine](#)

III. Podcasts

Tilted: A Lean-In Podcast	https://leanin.org/tilted-a-lean-in-podcast	Tilted explores the uneven playing field – the gender bias that lurks in unexpected places, the impact it has on our everyday lives, and how women are leaning in and driving change. (not healthcare specific)
Harvard Business Review: Women at Work	https://hbr.org/2018/01/podcast-women-at-work	Conversations about the workplace, and women’s place in it. Hosted by Amy Bernstein, Sarah Green Carmichael, and Nicole Torres (Not healthcare specific)
The Wall Street Journal: Secrets of Wealthy Women	https://www.wsj.com/podcasts/secrets-of-wealthy-women	Empower yourself financially. Successful women executives, workplace pioneers, self-made entrepreneurs, industry trendsetters and money-savvy experts reveal insights on how to get ahead, reach your goals, and achieve professional success. They join host Veronica Dagher every Tuesday. (not healthcare specific)
The Waves: Gender, Relationships, Feminism	https://www.stitcher.com/podcast/slate/the-waves	The Waves, formerly known as the Double X Gabfest, is a weekly conversation about news and culture examined through the lens of gender and feminism. Every Thursday, join the hosts—including Invisibilia co-host Hanna Rosin, New York magazine's Noreen Malone, Slate Podcasts' June Thomas, Slate staff writer Christina Cauterucci, Topic's Anna Holmes, and audio producer Veralyn Williams—for frank discussions about the ways gender shapes everything. (Not healthcare specific)
Women Killing It	http://www.womenkillingit.com/	Career rockstars share what has worked for them, how they got where they are today, and what they wish they knew sooner. (not healthcare specific) #keepkillingit
Fortune On Stage Presents the Most Powerful Women	http://fortune.com/podcasts/ons-tage-most-powerful-women/	The "Fortune On Stage Presents: The Most Powerful Women" podcast series features inspiring and practical advice from the world’s most preeminent women leaders. (Not healthcare specific)
AMA interview with Dr. Esther Choo	https://www.ama-assn.org/practice-management/physician-diversity/gender-inequity-medicine-expert-survey-landscape	In the first of two “ AMA Moving Medicine ” podcast episodes about gender bias in medicine, Esther Choo, MD, MPH, explores how gender equity gaps can impact not just women, but an entire health system.
Why Women Need Sponsors	https://www.listennotes.com/podcasts/women-at-work/sponsorship-defining-the-pxTPE0keBJh/	Having a sponsor — someone who can use their influence to push your career forward — is invaluable. But how exactly they do this, and what your role is in making it happen, isn’t always clear-cut.

IV. Ted Talks (A tiny sample)

Brené Brown	https://www.ted.com/talks/Brené_brown_on_vulnerability	One of the top 10 TedTalks of all time, Brené Brown, author of <u>Dare to Lead</u> , shares her insights about the power of vulnerability, and why it is essential to human connection. Brené Brown is a research professor at the University of Houston Graduate College of Social Work. She has spent more than a decade studying vulnerability, courage, authenticity and shame and its relationship to a concept that she calls Wholeheartedness.
Amy Cuddy, PhD	https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are	Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy argues that "power posing" — standing in a posture of confidence, even when we don't feel confident — can boost feelings of confidence, and might have an impact on our chances for success.
Susan Colantuono	https://www.ted.com/talks/susan_colantuono_the_career_advice_you_probably_didn_t_get	You're doing everything right at work, taking all the right advice, but you're just not moving up. Why? Susan Colantuono shares a simple, surprising piece of advice you might not have heard before quite so plainly. This talk, while aimed at an audience of women, has universal takeaways -- for men and women, new grads and midcareer workers.
Karen Feinstein, PhD	https://www.youtube.com/watch?v=5MNdWodw0IY	Dr. Feinstein is also the co-founder of the Women's Health Activist Movement Global (WHAM Global), which empowers women to lead efforts to advance healthcare systems that are transparent, respectful, accountable, and equitable.
Claire Pomeroy, MD, MBA	https://www.youtube.com/watch?v=qykD-2AXKIU	This video features a TEDx talk from Claire Pomeroy, who describes her personal experience of dealing with the social determinants of health while living on the streets and bouncing through the foster care system as a child as well as the reasons why individuals should focus on lifting up those who have the least among us.
Denise Brosseau, PhD	https://www.youtube.com/watch?v=dJcXk6HoDUg	Study after study has shown us that trust in the media, banks, big business, government, institutions, and even academia is on the wane. Rebuilding that trust takes more than creating great products and services or establishing a recognizable brand. Thought leadership strategist Denise Brosseau offers a three-part framework, based on her research into emerging best practices from Deloitte, Change.org, AARP and Vistage, for how organizations and leaders can build and re-build trust and credibility with their customers and communities.
Sharon Melnick, PhD	https://www.bing.com/videos/search?q=sharon+melnick+success+under+stress&&view=detail&mid=488BA8D8EE77F33B6967488BA8D8EE77F33B6967&&FORM=VRDGAR	Dr. Melnick is a business psychologist dedicated to helping professionals "get out of their own way." Her practical tools are informed by 10 years of research at Harvard Medical School and field-tested by over 6,000 training participants and coaching clients.
Nancy Schlichting	https://www.youtube.com/watch?v=SSxlG2qvgg	Chief Executive Officer, Henry Ford Health System Nancy Schlichting is CEO of Henry Ford Health System, a nationally recognized \$4 billion health care organization with

		23,000 employees. She is credited with leading the health system through a dramatic financial turnaround and for award-winning patient safety, customer service and diversity initiatives.
Sheryl Sandberg	https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders	Facebook COO Sheryl Sandberg looks at why a smaller percentage of women than men reach the top of their professions -- and offers 3 powerful pieces of advice to women aiming for the C-suite.
Mary-Claire King, MD	https://www.youtube.com/watch?v=tOP5pUIYhv4	It took 17 years for King and her colleague to identify the single gene that could cause both breast and ovarian cancer. During that time, many people discounted her work, saying that genes couldn't cause complex diseases like cancer. She proved them wrong by mapping the location of the gene she named BRCA1.

V. Women Leaders of Color

The following is an assortment of articles, chapters, blog posts, etc. from the last few years that address leadership challenges for women of color. The list is not comprehensive. We would like to expand it with any resources that others have found interesting or helpful.

Advancing All Women: How women of color experience the workplace	https://www.newonline.org/sites/default/files/files/NEW_AdvancingAllWomen_2018.pdf download pdf from here	Network of Executive Women 2018 report
Ancella Livers, "Black Women in Management"	In Management, Gender & Ethnicity in the United States, Margaret Foegen Karsten, ed.	My colleague Ancella kindly provided me with a scan of the pdf. Contact me if you want a copy.
Jessica Kim Cohen. "80 Healthcare execs to celebrate resilience of African American female leaders"	https://www.beckershospitalreview.com/hospital-management-administration/80-healthcare-execs-to-celebrate-resilience-of-african-american-female-leaders-at-3rd-executive-women-of-color-summit.html	Announcement of Becker's conference as a place for African-American women leaders to come for refreshment and to be re-energized.
Natalie A. Tran, "The Role of Mentoring in the Success of Women Leaders of Color in Higher Education"	https://www.tandfonline.com/doi/abs/10.1080/13611267.2014.945740?src=recsys&journalCode=cmet20	Focus on Hispanic faculty
"Factors Supporting the Leadership of Women of Color in Higher Education, Local Politics, and the Nonprofit Sector" Kayla J. Bynun & Paula Gomez Stordy	https://scholarworks.merrimack.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1025&context=soe_studentpub	5 factors: -Access to formal education and training -Mentorship and strong relationships -Supportive workplace environments -Individual attributes & self-directed learning -Spirituality
Valentina Zarya, "These Charts Show Exactly How Few Minority Women Are in Positions of Power"	http://fortune.com/2016/03/30/charts-minority-women-leaders/	Charts from the AAUW study
Jillian Berman, "When a woman or person of color becomes CEO, white men have a strange reaction"	https://www.marketwatch.com/story/when-a-woman-or-person-of-color-becomes-ceo-white-men-have-a-strange-reaction-2018-02-23	They stop being helpful.
Lydia Dishman, "Why the gender leadership gap is so much worse for women of color"	https://www.fastcompany.com/3058388/why-the-gender-leadership-gap-is-so-much-worse-for-women-of-color	Stereotypes
Catherine Hill, "The Color of Leadership: Barriers, Bias, & Race"	https://www.aauw.org/2016/04/19/color-of-leadership/	Links to AAUW report

Solange Lopes, <i>10 Rules of Success for Women of Color</i>	https://www.ellevatenetwork.com/articles/8527-10-rules-of-success-for-women-of-color-at-work	References the AAUW report but draws on her experience for lessons.
Katherine Giscombe, <i>Women of Color Need Leaders of Courage</i>	http://www.diversitywoman.com/women-of-color-need-leaders-of-courage/	Katherine is Catalyst VP and Women of Color Practitioner
Women in Cable Telecommunications	http://www.cablefax.com/programming/wict-wlc-leadership-lessons-from-women-of-color	Report of a panel at WICT conference of women of color
“Lessons learned from women in leadership positions; How working women can survive and thrive” Eileen Elias	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5870009/	Pulls together a variety of research to summarize key lessons for women in leadership. Some mention of differences for women of color.
Kathey Porter & Andrea Hoffman, <i>50 Billion Dollar Boss: African American Women Sharing Stories of Success in Entrepreneurship and Leadership</i>	https://www.amazon.com/Billion-Dollar-Boss-Entrepreneurship-Leadership/dp/1137475013	Inspirational stories of African American women entrepreneurs in a variety of fields
Laura Morgan Roberts, Anthony J. Mayo, Robin J. Ely, David A. Thomas. “Beating the Odds”	https://hbr.org/2018/03/beating-the-odds	Article from HBR (Mar-Apr 2018) on what distinguishes the women who succeed in advancement.
Cindy Pace. “How women of color get to senior management”	https://hbr.org/2018/08/how-women-of-color-get-to-senior-management	August, 2018 HBR article reporting on critical incidents study for her dissertation interviewing 23 women of color at a Fortune 500 company.
Neffy Anderson. <i>Leadership Lessons from Women of Color</i>	http://www.neffyanderson.com/blog/2016/10/17/leadership-lessons-from-women-of-color	Notes she took at the 5 th annual NAMIC conference in 2016. Advice from the speakers.
Marshall Goldsmith interviews Stephanie Chick	http://www.marshallgoldsmith.com/articles/leadership-lessons-for-women-of-color/	
Sanchez-Hucles, J. V., & Davis, D. D. (2010). “Women and women of color in leadership: Complexity, identity, and intersectionality”. <i>American Psychologist</i> , 65(3), 171-181.	http://dx.doi.org/10.1037/a0017459	This article describes the challenges that women and women of color face in their quest to achieve and perform in leadership roles in work settings. We discuss the barriers that women encounter and specifically address the dimensions of gender and race and their impact on leadership. We identify the factors associated with gender evaluations of leaders and the stereotypes and other challenges faced by White women and women of color. We use ideas concerning identity and the intersection

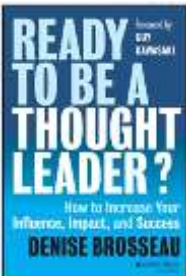
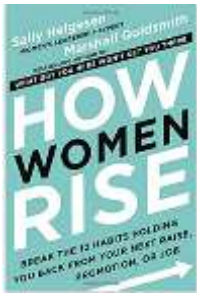

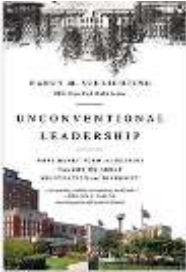
		of multiple identities to understand the way in which gender mediates and shapes the experience of women in the workplace. We conclude with suggestions for research and theory development that may more fully capture the complex experience of women who serve as leaders. (PsycINFO Database Record (c) 2016 APA, all rights reserved)
<p>“Giving Voice From the Perspectives of African American Women Leaders” Christine A. Stanley</p> <p>First Published November 6, 2009 Advancing in Developing Human Resources</p>	<p>https://doi.org/10.1177/1523422309351520</p>	<p>The problem and the solution. This Issue overview introduces the problem, purpose, significance, and need for studying leadership from the perspectives of African American women. The concept of intersectionality is introduced and is a common thread throughout the articles contained in this Issue. The need for more sociocultural theories in the field of human resource development (HRD) that address intersectionality in the leadership experience is the overarching theme of this Issue. A discussion of the contribution to HRD is provided in this overview as well as a preview of each article contained in this Issue.</p>
<p>Antonio Pastrana, Jr. The Intersectional Imagination: “What Do Lesbian and Gay Leaders of Color Have To Do With It?”</p>	<p>Race, Gender & Class Vol. 13, No. 3/4 (2006), pp. 218-238</p> <p>Jean Ait Belkhir, Race, Gender & Class Journal https://www.jstor.org/stable/41675182</p>	
<p>National Women’s Law Center Jasmine Tucker “The Wage Gap for Black Women: Working Longer and Making Less”</p>	<p>https://nwlc-ciw49tixgw5lbab.stackpathdns.com/wp-content/uploads/2019/08/Wage-Gap-for-Black-Women.pdf</p>	<p>When comparing all men and women who work full time, year round in the United States, women are typically paid 80 cents for every dollar paid to their male counterparts.</p>
<p>For Women of Color in Medicine, the Challenges Extend Beyond Education</p>	<p>https://zora.medium.com/for-women-of-color-in-medicine-the-challenges-extend-beyond-education-4df4e4b78b58</p>	<p>Article from Zora magazine on the complexities of the many challenges that women of color face in the field of medicine.</p>
<p>The Economic Impact of Closing the Racial Wealth Gap</p>	<p>https://www.mckinsey.com/industries/public-sector/our-insights/the-economic-impact-of-closing-the-racial-wealth-gap</p>	<p>The persistent racial wealth gap in the United States is a burden on black Americans as well as the overall economy. New research quantifies the impact of closing the gap and identifies key sources of this socioeconomic inequity.</p>

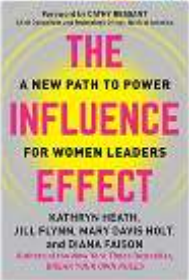

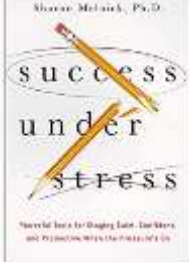

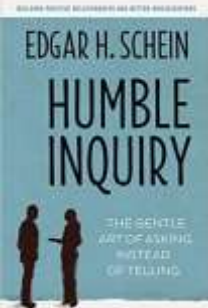
VI. Articles, National & International Studies

- [CEF Case for Change](#)
- [Case for Change Presentation to the Collaborative](#)
- [McKinsey Data \(Women in the Workplace\)](#)
- [BCG Action Strategies](#)
- [World Economic Forum at Davos on Gender Equality](#)
- [World Economic Forum parity task force](#)
- [Harvard publications from Claudia Goldin](#)
- [Making It Work- How dual Career Couples Find Fulfillment at Work](#)
- [30% Club \(Fortune 100 companies who took on gender equity\)](#)
- [Article from Healthcare \(2015\). Bronson D., Ellison, E Crafting successful training programs for physician leaders, Healthcare \(2015\)](#)
- [Preparing to lead change: An innovative curriculum integrating theory, group skills and authentic presence, from Healthcare 2015 \(Nov 18 2015\), by Nicole Steckler, Diane B Rawlins, Penelope R. Williamson, Anthony L Suchman.](#)
- [Christy Lemak: The Inflection Points In Career Development for Women Healthcare CEOs](#)
- [Oliver Wyman \(OW\) report on Women in Healthcare Leadership](#)
- [Dr. Esther Chu's book on sexual harassment](#)
- [Gender and Equity Analysis of the Global Health and Social Workforce - World Health Org, Global Health Workforce Network, Women of Global Health - 2019](#)
- [Association of American Medical Colleges: Working to end gender harassment in medicine](#)
 - [GWIMS Toolkit](#)
- [Harvard Business Review – The Gender Gap in 6 Charts](#)

VII. Books

**Please note that each book image is a live link to the Amazon page with a rating, an excerpt, and description.*

	<p><i>Ready to be a Thought Leader?</i> by Denise Brosseau. Denise has been one of our coaches and has organized a practical guide to establishing the public face of your personal and professional expertise.</p>
	<p><i>How Women Rise</i> by Sally Helgesen & Marshall Goldsmith. Sally Helgesen has taken the insights from Marshall Goldsmith's best-selling <i>What Got You Here Won't Get You There</i> and framed them in terms of women's experience. They identify 12 self-limiting habits and offer examples of how to break them.</p>
	<p><i>Kick Some Glass</i> by Portia Mount and Jennifer Martineau. This research-based summary of lessons gained in working with women leaders across the globe tells the stories of women who have refused to be limited by the prevailing rules, expectations, and undermining structures. Our own Christine Malcolm is one of the stories they draw on.</p>
	<p><i>Unconventional Leadership</i> by Nancy Schlichting. Nancy Schlichting's story of turning around Henry Ford Health System brings together critical challenges for healthcare leaders, the experience of coming from marginalized groups, and turns our attention from individual effort to organizational leadership.</p>

	<p><i>The Influence Effect</i> by Kathryn Heath, et.al. It should be obvious that men and women differ on their 'go-to' approaches to power and influence. Kathryn Heath and her colleagues dig deeper into what particular strengths help make women leaders more influential. Practical and comprehensive this book can 'de-contaminate' the discussion of power by removing the reliance on coercion and hierarchy which are no longer effective.</p>
	<p><i>That's What She Said</i> by JoAnne Lipman. Lipman recognizes that gender inequity is not just a problem for women, but for everyone. Solutions require creating alliances that make change and she gives plenty of examples of how women and men can collaborate to create workplaces that respect everyone.</p>
	<p><i>Success Under Stress</i> by Sharon Melnick. Melnick provides a very practical guide to resilience in the face of the competing demands that characterize leadership in healthcare. She provides hundreds of tips and actions that can change the ways we respond to challenging environments.</p>
	<p><i>Dare to Lead</i> by Brené Brown. Brown also is committed to both a full appreciation for the research on leadership and is willing to try it out on her own teams. The result is a wonderfully open and inspiring guide to the leadership journey and the courage required to be both influential and vulnerable.</p>
	<p><i>Humble Inquiry</i> by Edgar H. Schein. Schein is the parent of all process consultation used today and has committed his life to building positive relationships and better organizations. This little book shows the power of asking the right questions in the right way that results in action and change.</p>

	<p>Susan Colantuono, <i>Make the Most of Mentoring</i>. Susan Colantuono shares unconventional advice as to why formal mentoring programs for women haven't delivered results, and provides advice on where to focus to create high impact benefits.</p>
	<p><i>Healer, Leader, Partner</i> by Jack Cochran, MD. Dr. Cochran is the former CEO of the Permanente Federation from 2007 to 2015, and a visionary who has personally transformed himself from 'heler to leader to partner in his career. He reflects on his personal journey, and the published work of many on leadership, strategy and organizational development. In sharing his journey, in a book filled with tips and resources, he has created the best text we have found for the fellowship's physicians who are interested in making the journey from healer to leader to partner.</p>
	<p>Harvard Business Review has published two compendia in early 2019 of their best reviewed and most pertinent articles for women who are navigating their career. The first is Women at Work, including research on the persistence of gender bias, the traps for women in their careers and how to navigate them and rise.</p>
	<p>Harvard Business Review's second book for women leaders, 10 Must Reads on Women and Leadership covers the landscape to provide specific insights in a very engaging collection of articles covering "Women and the Vision Thing", Why Diversity Programs Fail, and "Now What?" (a collection of articles on sexual harassment).</p>

VIII. Carol Emmott Fellowship Convergence Resources

Benchmarks Executive 360 Assessment	Center for Creative Leadership	One version of a research-based multi-rater assessment of leadership competencies needed for executives
Compass®	Center for Creative Leadership	CCL Compass™ is a powerful digital tool that distills and organizes more than 50 years of leadership expertise, creating personalized strategies that help leaders build on strengths and improve in areas of development.
“Making Leadership Happen”	Center for Creative Leadership, Cindy McCauley	Seminal article describing the mind shift from leadership as a 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.
Brain Fitness “The Care and Feeding of the Leader’s Brain”	Center for Creative Leadership. Sharon McDowell-Larson	The fitness guidance provided executives in the exclusive 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 (Fundamental Interpersonal Relations Orientation—Behavior)	The 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	3 personality assessments with a range of available reports to measure our everyday personality (how we are seen by others), our risk factors (when stressed), and our values.
“Power Play” Jeffrey Pfeffer	Harvard Business Review, 2010 (July-August), p.84ff	Dr. Pfeffer (Stanford U.) tackles the realities of power head on with advice for leaders. We use it in contrast to approaches to power by female writers such as Portia Mount & Jennifer Martineau (Kick Some Glass), and Kathryn Heath, et.al. (The Influence Effect).
Challenging Assumptions puzzle	https://shop.rsvpdesign.co.uk/challenging-assumptions	This deceptively simple puzzle provides an opportunity to stretch thinking and

		surface assumptions that may interfere with creative solutions.
Polarity Thinking	Rabbi Shoshana Boyd Gelfand. TedX talk	TedX talk “The Power of Polarities”
Radical Women Embracing Tradition	https://www.ted.com/talks/kavita_ramdas_radical_women_embracing_tradition-t-550699	An inspirational TED talk from 2009 by the head of the Global Fund for Women that illustrates an aspect of polarity thinking, which she calls ‘the third way.’
Mentoring Women	https://www.ccl.org/leadership-research-resources/mentoring-women/	A set of 8 booklets based on CCL research to assist women in creating “a network of champions” Free

IX. The Carol Emmott Fellowship and Carol's Story

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.*

Links to short videos about the fellowship program and Carol B. Emmott's story are found below.

Carol B. Emmott's Story

<https://vimeo.com/135262082>

2016 Welcome Weekend Launch Video (2016)

<https://vimeo.com/195031007>

Carol Emmott Fellowship: Advancing Women Leaders in Health (featuring the class of 2017)

<https://vimeo.com/carolemmottfellowship/inaugural>

Carol Emmott Fellowship: Making an Impact in Health Leadership (featuring the class of 2018)

<https://vimeo.com/carolemmottfellowship/ImpactinHealth>

Carol Emmott Fellowship: Introducing the Equity Collaborative (September 2019)

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

X. 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, and health outcomes, and reduce healthcare disparities; and
- articulate, publicize, and advocate winning strategies with other organizations beyond the membership.

Improving gender equity has many tangible benefits for members, including:

- *Improved access to talent.* Organizations in search of talented leadership can expand their talent pools by hiring and promoting more women. The McKinsey Global Institute has estimated that advancing the economic potential of women in the U.S. could add \$4.3 trillion to annual GDP.¹

¹ Kweilin Ellingrud, et al., "The Power of Parity: Advancing Women's Equality in the United States," *McKinsey Global Institute*, April, 2016. <https://www.mckinsey.com/featured-insights/employment-and-growth/the-power-of-parity-advancing-womens-equality-in-the-united-states> .

- **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.²
- **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 than other employers, since they should by definition uphold societal norms of caring and universal respect.
- **Improved performance.** Studies by McKinsey & Company, Boston Consulting Group, MSCI (a provider of decision support tools to global investors), and others have found that companies with more women on Executive Committees and Boards perform better on average in return on equity, EBIT, earnings per share, and stock price appreciation than companies with fewer women in these leadership positions.³

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. But increasing the number of women in senior leadership and governance positions will undoubtedly help Collaborative members build more just, diverse, and productive work environments.

The Need: While women make up 78% of total industry employees, they represent only 35% of all C-suite executives, 28% of Board members, 18% of all hospital CEOs, and 11% of CEOs of large hospitals.⁴ Even when controlling for rank, women in healthcare are paid less than men: Female hospital CEOs, for example, earn 23% less than male hospital CEOs.⁵ And sexual discrimination and harassment are pervasive in the culture of medicine and healthcare, especially academic medicine.^{6,7}

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

² R. Lorenzo, N. Voigt, K. Schetelig, A. Zawadzki, I. Welpel & P. Brosi, “The Mix that Matters: Innovation Through Diversity,” Boston Consulting Group, April 26, 2017. <https://www.bcg.com/en-us/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters.aspx>

³ G. Desvaux and S. Devillard-Hoellinger, “Women Matter: Gender Diversity, a Corporate Performance Driver,” McKinsey & Company, October, 2007, available from <https://www.mckinsey.com/business-functions/organization/our-insights/gender-diversity-a-corporate-performance-driver>; R. Lorezo, et al., *op cit.*; also see <https://www.bcg.com/en-us/careers/women-at-bcg/impact.aspx>; M. Eastman, D. Rallis & G. Mazzucchelli, “The Tipping Point: Women on Boards and Financial Performance,” MSCI, December, 2016, available from <http://info.msci.com/l/36252/2015-05-05/r37kp>.

⁴ U.S. Department of Labor. Bureau of Labor Statistics, Household Data Annual Averages, Table 9, retrieved 12/15/18; McKinsey & Co. / LeanIn.org, 2017; Rock Health Research Report; “The State of Healthcare Gender Diversity,” January 2017; AHA Natl Health Care Governance Survey, 2014.

⁵ Song PH, Lee SD, Toth M, Singh SR & Young YJ, “Gender Differences in Hospital CEO Compensation: A National Investigation of Not-for-Profit Hospitals, *Medical Care Research & Review*, 2018 Jan 1.

⁶ Jagsi R., Griffith K.S., Jones R, “Sexual Harassment and Discrimination Experiences of Academic Medical Faculty,” *Journal of the American Medical Association*, 315 (19 – 2016), pp 2120-21.

⁷ National Academies of Sciences, Engineering & Medicine (NASEM), “Sexual Harassment of Women: Climate, Culture & Consequences in Academic Sciences, Engineering & Medicine,” *The National Academies Press*, 2018. <https://www.nap.edu/catalog/24994/sexual-harassment-of-women-climate-culture-and-consequences-in-academic>

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, now and for all.

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-related organizations with large employment bases. Within this group, Collaborative membership will be inclusive and diverse. Members include:

- Direct care providers such as health systems, academic medical centers, schools of medicine, medical groups, integrated delivery networks, and specialized providers such as 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 undoubtedly 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 – i.e., the CEO and/or Board. Member organizations must agree to collect and share data within the Collaborative [with appropriate safeguards]. They must agree to complete the McKinsey / Lean In annual “Women in the Workplace” survey at no additional cost. McKinsey & Company will compile and analyze the data for Members and the Collaborative as a whole 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 important, 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

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XI. Center for Creative Leadership's Women's Mentoring Resources

The Center for Creative Leadership has been committed to women's leadership for decades, since they did 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, from 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 resources are provided "open source" so please use them, with attribution:

<https://www.ccl.org/leadership-research-resources/mentoring-women/>