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up the people and organizations who share in our commitment to fully inclusive gender equity, as well as maintaining 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

ORGANIZATIONS AND PEOPLE TO FOLLOW

PODCASTS AND PRESENTATIONS

WOMEN LEADERS OF COLOR

ARTICLES AND STUDIES

BOOKS

THE CAROL EMMOTT FELLOWSHIP: CONVERGENCE RESOURCES

THE CAROL EMMOTT FELLOWSHIP AND CAROL'S STORY

THE EQUITY COLLABORATIVE

CENTER FOR CREATIVE LEADERSHIP: WOMEN'S MENTORING RESOURCES

MICHIGAN WOMEN'S SURGICAL
COLLABORATIVE

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

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 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

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. The group was founded by Joanne Conroy, a Carol Emmott Fellowship Board member.

CATALYST

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

Founded in 1962, Catalyst is a global organization that connects the most powerful CEOs and companies to build workplaces that work for women, with pioneering research, tools, and solutions to advance women.

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.

EMILY'S LIST

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

Podcasts and Presentations

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/>

WOMEN IN CABLE TELECOMMUNICATIONS
<http://www.cablefax.com/programming/wict-wlc-leadership-lessons-from-women-of-color>

EILEEN ELIAS: LESSONS LEARNED FROM WOMEN IN LEADERSHIP POSITIONS: HOW WORKING WOMEN CAN SURVIVE AND THRIVE
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5870009/>

KATHEY PORTER AND ANDREA HOFFMAN: 50 BILLION DOLLAR BOSS: AFRICAN-AMERICAN WOMEN SHARING STORIES OF SUCCESS IN ENTREPRENEURSHIP AND LEADERSHIP
<https://www.amazon.com/Billion-Dollar-Boss-Entrepreneurship-Leadership/dp/1137475013>

LAURA MORGAN ROBERTS, ET AL.: BEATING THE ODDS
<https://hbr.org/2018/03/beating-the-odds>

CINDY PACE: HOW WOMEN OF COLOR GET TO SENIOR MANAGEMENT
<https://hbr.org/2018/08/how-women-of-color-get-to-senior-management>

NEFFY ANDERSON: LEADERSHIP LESSONS FROM WOMEN OF COLOR
<http://www.neffyanderson.com/blog/2016/10/17/leadership-lessons-from-women-of-color>

MARSHALL GOLDSMITH INTERVIEW WITH STEPHANIE CHICK
<http://www.marshallgoldsmith.com/articles/leadership-lessons-for-women-of-color/>

SANCHEZ-HUCLES: WOMEN AND WOMEN OF COLOR IN LEADERSHIP: COMPLEXITY, IDENTITY, AND INTERSECTIONALITY
<https://pubmed.ncbi.nlm.nih.gov/20350016/>

CHRISTINE STANLEY: GIVING VOICE FROM THE PERSPECTIVES OF AFRICAN-AMERICAN WOMEN LEADERS
<https://journals.sagepub.com/doi/abs/10.1177/1523422309351520>

ANTONIO PASTRANA, JR.: THE INTERSECTIONAL IMAGINATION: WHAT DO LESBIAN AND GAY LEADERS OF COLOR HAVE TO DO WITH IT?
<https://www.jstor.org/stable/41675182>

JASMINE TUCKER: THE WAGE GAP FOR BLACK WOMEN: WORKING LONGER AND MAKING LESS
<https://nwlc-ciw49tixgw5lbab.stackpathdns.com/wp-content/uploads/2019/08/Wage-Gap-for-Black-Women.pdf>

FOR WOMEN OF COLOR IN MEDICINE, THE CHALLENGES EXTEND BEYOND EDUCATION
<https://zora.medium.com/for-women-of-color-in-medicine-the-challenges-extend-beyond-education-ofpan> [.amazon.com/Billion](https://www.amazon.com/Billion)

Articles

[How successful women manage their networks](#) Connected Commons

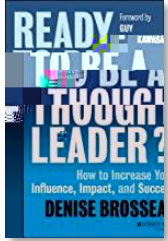
Studies

[Ž 1: ? -: 0C; 9 1: ? : 1@; >7? A study of interaction patterns and influence in an organization](#)

Academy of Management Journal

[Understanding the Role of Networks in Collective Learning Processes: The Experiences of Women](#)

Books



READY TO BE A THOUGHT LEADER?

Denise Brosseau

Brosseau

HOW WOMEN RISE

Sally Helgesen and Marshall Goldsmith

KICK SOME GLASS



THE INFLUENCE EFFECT
Kathryn Heath, et al.





A leader takes people
where they want to go.
A great leader takes
people where they don't
necessarily want to go,
but ought to.

ROSALYNN CARTER

The Carol Emmott Fellowship: Convergence Resources

TOOL	SOURCE	DESCRIPTION
Benchmarks Executive 360 Assessment	Center for Creative Leadership	Evidence-based assessment of leadership competencies

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 [has estimated](#) 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

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 -: 0 28<- >5- 5: . A@ >1 2A?@ @O. 1/- A?1 @1E 4- B1: @ 11: -. 8 @ />1- @ @1 /4-: 31 @1E 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-related organizations with large employment bases. Within this group, Collaborative membership will be inclusive and diverse, and include:

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 survey. 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

Center For Creative Leadership: Women's Mentoring Resources

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fi 2 > fi @ > - @ : - 8) ; 9 1: ? " - E ° ° † < A. 8 410 - ? 1 > 5? ; 21 54 @ 3 A 5 1? ; : 9 1: @ > 5 3 2; 9 the perspectives of the organization establishing the program (both the mentor and the mentee). & 415 > 1? 1- > /4 4- ? /; : ? 5 @: @ 2 A: 0 @ - @) 41: C; 9 1: 8 - 0 ; > 3- : 5 - @ : ?. 1 @ > ? 1 > B1 @ 415 employees, communities, and missions. Creativity, innovation, and agility are enhanced, enabling /; 9 < -: 5 ? @ . 1 @ > 19 . > /1 @ 1 /4- 8: 31 ? @ 1 2 @ > 1 4; 8?

