YEAR ONE HIGHLIGHTS

OF THE EQUITY COLLABORATIVE

**JULY 1, 2019 —
JUNE 30, 2020**

Carol Emmott Foundation
The Equity Collaborative

Congratulations on completing the first of a three-year commitment to The Equity Collaborative

In the midst of the COVID-19 pandemic, we're grateful for your continued dedication to fully inclusive gender equity in healthcare leadership. While this crisis may have prevented our ability to physically connect, your engagement in the mission and with each other has only strengthened. After much discussion, sharing, and research, we've made meaningful strides. We look forward to building on these early achievements.

We're moving organizations toward

FULLY INCLUSIVE GENDER EQUITY

Fully inclusive gender equity means that we're committed to equity in all its forms — across gender, race, sexual orientation, ethnicity, socioeconomics, and the myriad ways our identities intersect.

Like all efforts to achieve equity, attaining gender parity demands us to acknowledge and reduce unconscious bias, which is embedded in existing policies. These systemic barriers to equity necessitate transparent and bold examination, as well as model individuals and methodologies that showcase what's possible.

This year, we committed to:

- Share learnings about best practices to advance fully inclusive gender equity and culture change
- Access approaches and solutions from other organizations and industries to accelerate improvement
- Set universal metrics, processes, policies, and tools to measure progress
- Promote mutual accountability for results
- Develop innovative approaches and ideas for improving gender equity
- Articulate, publicize, and advocate strategies with organizations outside of The Collaborative

We also agreed to focus on the following initiatives over three years:

- **2019-2020:** Creating common metrics for recruitment, selection, promotion, and leadership development
- **2020-2021:** Continue previous efforts; pursue professional and personal life balance, culture change, and compensation equity
- **2021-2022:** Continue previous efforts; add as needed

Collaborative Communication

We agreed to communicate the expected outcomes of membership with your organizations, and for organizations sponsoring Fellows, to communicate about and involve Fellows as champions of equity.

We discussed the respective equity journeys of each organization and offered materials (available in Dropbox) to support you along the way. By July, a new website and member portal will further aid in discussion and support. See Appendix: Attachment 1 for more information.

Recruitment & Selection

Joyce DeLeo, Principal, Academic Medicine and Health Sciences, WittKeiffer, offered suggestions to help women successfully network and interview. These include:

- Dedicate time to keeping resumes and cover letters updated
- Develop relationships with search firms, even when they're not actively filling a position
- Network with and recommend women for positions
- Reduce the fear of failing by building self-confidence and resilience
- Nurture a culture that welcomes equity

Guided by the insights of Iris Bohnet's book, "What Works: Gender Equality by Design," we're urging organizations to evaluate recruitment and advancement policies, procedures, and processes to eliminate the potential for bias. (See Appendix: Attachment 2 for more information.)

In addition, we should all:

- Create organizational accountability and disclose gender equity information
- Eliminate gendered language in job descriptions (See Appendix: Attachment 3 for more information)
- Demand gender parity on selection committees (regardless of rank)
- Hold implicit bias training for selection committee members prior to a candidate search
- Unless intentionally seeking diversity, utilize blind CVs without photos
- Ensure the application and selection process is transparent

Next year, members who experiment with these processes will share findings and recommend changes. Results will be measured in year three.

TIP: AN INTERVIEW CHECKLIST CAN REDUCE IMPLICIT BIAS

Before
- Determine number of interviewers and their demographics
- Identify questions to be asked by each interviewer and the weight of each question

During
- Avoid group interviews; interview separately
- Ask question in the same order for each interview
- Be aware of framing effects, e.g. anchoring, representativeness, and availability
- Score answers to each question immediately after the interview

After
- Compare answers to questions across candidates, one question at a time
- Use pre-assigned weights for each question to calculate total score
- Compare candidates against each other, not ideas
- Submit each interviewer's score to the lead evaluator without discussion
- Meet as a group to discuss controversial cases

Other best practices:
- Require a gender-balanced finalist pool
- Select a candidate based on quantifiable data, not "gut"

Performance Review

Again using insights from Bohnet's book, we agreed to experiment with succession planning and performance reviews to mitigate bias.

Together, we urged institutions to:

- Eliminate self-evaluations during performance appraisals
- Make criteria for advancement and performance objective and transparent
- Provide regular feedback on how people are doing in comparison to their peers
- Train leaders in unconscious bias at performance review time

Sharon O'Keefe, President, University of Chicago Medical Center, shared their experience eliminating performance reviews. Instead, they undertake at least one documented MAX conversation led by a leader or employee about values and competencies, basic accountabilities, and goals or professional growth from the previous year. Piloted in 2017, and rolled out to all union and non-union staff throughout 2018, the process enables flexibility, emphasizes individual development, and focuses on future-facing (rather than retrospective) advancement.

Next year, members who experiment with these processes will share findings and recommend changes. Results will be measured in year three.

Common Metrics

The Collaborative agreed to complete the 2020 McKinsey Women in the Workplace survey (half of the members completed the 2019 survey).

The Metrics Work Group, composed of four Collaborative members (HCA, Rush Health, the University of Massachusetts, and the University of Alabama Birmingham) and staff from both the Collaborative and McKinsey recommended a common set of year one metrics. We agreed to these standards at the January meeting.

Representation Metrics
- Percentage of women in the organization by level
- Percentage of women in the organization by race/ethnicity

Mobility Metrics
- External hires by level by gender/race/ethnicity
- Promotions by gender/race/ethnicity
- Attrition by level by gender/race/ethnicity

Human Resource Policies
- Work from home
- Paid time off
- Family leave

The Metrics Work Group also worked through two issues aimed at improving the validity and relevance of talent pipeline representation and mobility metrics:

- Multiple talent pipelines (e.g., academic medical centers)
- Variable interpretations of McKinsey's talent pipeline levels

Common Metrics (continued)

We partnered with McKinsey to assess multiple talent pipelines for Collaborative members and standardized levels for three groups: health systems, medical schools, and community practice groups.

Next year, McKinsey's analysis of Collaborative members will be supplemented with more focused evaluation of member data, to be shared via feedback sessions. We may also launch a members-only survey to collect pipeline data, including voluntary turnover and "time in rank" numbers, in order to support Collaborative initiatives not addressed by the McKinsey survey, including recruitment and selection, promotion practices, professional and personal life balance, and compensation equity.

Partnership with the American College of Healthcare Executives (ACHE)

Through joint webinars, publication, education, and Congressional testimony, The Equity Collaborative and ACHE are working to amplify the work of Collaborative members. Leaders from Tufts Medical Center, Rush Health, Sutter Health, Yale New Haven Health, and Dartmouth-Hitchcock are participating in this initiative.

Leadership Development

Six Collaborative members joined the Leadership Development Work Group after the January meeting, partnering with Douglas Riddle, PhD, DMin, Curriculum Director of The Carol Emmott Fellowship, to receive leadership development and resources to advance individual work in gender equity, with a special focus on working in concert with Diversity, Equity, and Inclusion initiatives. The mentorship emphasized cross-boundary professional networks and sponsorship, and will be discussed during the virtual Collaborative meeting on August 11-12, 2020.

Year Two Initiatives (2020-2021)

In addition to continuing year one programs, we agreed to explore professional and personal life balance, culture change, and compensation equity. We will ask Collaborative members to join voluntary work groups at the upcoming August meeting.

Personal and Professional Life Balance
Collaborative members will examine their organization's policies and culture as they relate to the ability for leadership and staff to maintain healthy professional and personal balance. Research indicates that women are disproportionately impacted by a lack of progressive policies in the areas of job sharing, remote work, family and child care, and PTO. Members of The Equity Collaborative will experiment with new programs to determine those most conducive to fully inclusive gender equity.

Culture Change
Collaborative members will diagnose their organization's culture, climate, and shared values, experimenting with ways to improve civility, professionalism, and equity in the workplace, as well as reduce the incidence of gender inequity and sexual harassment.

Gender-based Compensation Equity
Collaborative members will identify gender-based inequities in compensation, and test methodologies to address those disparities in order to advance more equitable pay.
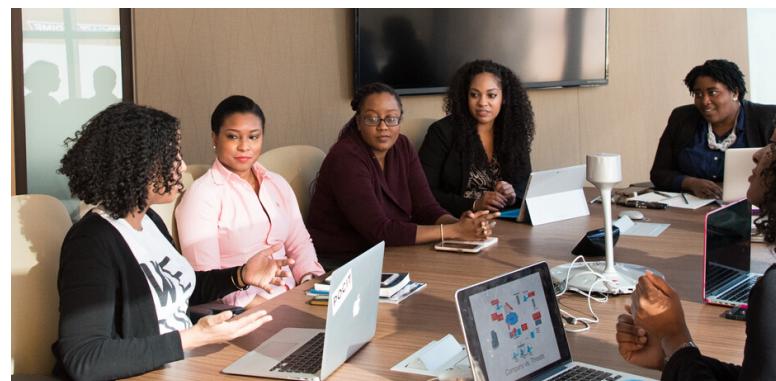
APPENDIX

- Membership in The Equity Collaborative
- Book Summary: What Works: Gender Equality by Design
- Eliminating Gendered Language in Communication
- Year Two Initiatives

MEMBERSHIP IN THE EQUITY COLLABORATIVE

The Equity Collaborative (TEC) is a membership-based program sponsored by The Carol Emmott Foundation, a not-for-profit educational enterprise. The Foundation was established as a fellowship program to prepare highly accomplished female healthcare leaders to advance to top leadership in their organizations, positively changing the industry in the process. The Fellowship and the Collaborative are synergistic; fellows and alumnae contribute energy and commitment to the Collaborative, and the Collaborative helps transform organizational cultures, thus enhancing opportunities to succeed.

Within The Carol Emmott Foundation, the Collaborative is directed by a Governing Council representing its membership, which is responsible for setting goals and structuring programs to achieve them. The Collaborative is managed by Gayle Capozzalo, TEC Executive Director, and a small staff.

Each year, the Collaborative holds two face-to-face meetings and two virtual meetings. Members are represented at these meetings by senior executives and/or board members. While senior human resources and/or diversity executives are ideal candidates, top management (e.g., CEOs, COOs, and Deans) and/or board members also attend.

The goal of all Collaborative initiatives is to move member institutions ahead more expeditiously, successfully, and cost effectively by learning from each other, and rigorously, transparently tracking progress.

Need
Gender bias is a cultural problem that afflicts most healthcare organizations—and its ramifications are growing. The opportunity cost of gender bias—under-utilization of talented women—has always been high. Now, with the #MeToo movement compelling many women to speak out about harassment and discrimination, the real cost of bias is being seen, as healthcare organizations face lawsuits and senior executives lose their jobs.

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 across the healthcare industry.

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

The Equity Collaborative aims to help healthcare organizations in the following areas:

- Create shared beliefs around fully inclusive gender equity
- Share learnings about best practices to advance fully inclusive gender equity and culture change
- Access approaches and solutions from other organizations and industries to accelerate improvement
- Set universal metrics, processes, policies, and tools to measure progress
- Promote mutual accountability for results
- Develop innovative approaches and ideas for improving gender equity
- Articulate, publicize, and advocate strategies with organizations outside of the Collaborative

Member Benefits
Improving gender equity has numerous tangible benefits, including:

Access to Talent
Organizations 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 the annual GDP.

Innovation
A 2017 study by Boston Consulting Group found that companies with above average diversity (including gender diversity) had 19 percent more revenue attributed to innovation than companies with below average diversity.

Reduced Risk
Sexual harassment suits are becoming more numerous and expensive for employers with toxic cultures that appear to tolerate sexual harassment. Judges and juries deciding damage awards may be even less tolerant of healthcare companies than other employers, since they are expected to 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.

**FOUNDING MEMBERS OF
THE EQUITY COLLABORATIVE**

City of Hope
Dartmouth Hitchcock
Froedtert Health
HCA Healthcare
Marshfield Clinic Health System
Rush Health
Sutter Health
Tufts Medical Center
University of Alabama Birmingham
University of Chicago Medicine
University of Massachusetts
University of Virginia
Yale New Haven Health
Sponsor: WittKieffer

Book Review

WHAT WORKS: GENDER EQUALITY BY DESIGN
BY: IRIS BOHNET

Overview

While gender equality is a moral and business imperative, unconscious bias holds us back. Unfortunately, de-biasing minds has proven to be difficult and expensive. Diversity training programs have had limited success, and individual effort alone often invites backlash. Behavioral design offers a new solution. By de-biasing organizations rather than individuals, we can make small changes that produce big results. Iris Bohnet presents research-based solutions to improving gender parity in boardrooms through changes in the ways organizations hire and promote, benefiting business and the lives of millions. The solutions presented in the book draw on data from companies, universities, and governments in Australia, India, Norway, the United Kingdom, the United States, Zambia, and others (often in randomized controlled trials), describing dozens of evidence-based interventions that can be adopted by organizations to improve well-being and organizational performance.

As a Collaborative, we welcome some of these low-cost solutions, and are eager to see if we can generate similar results. Iris Bohnet, a professor at the Kennedy School of Government at Harvard University, is a behavioral economist and the Director of the Women and Public Policy Program. She is also the Co-Chair of the Behavioral insights Group at the Kennedy School of Government.

PART 1: THE PROBLEM

Chapter 1: Unconscious Bias is Everywhere

This chapter makes the case that all individuals have unconscious bias that is difficult to isolate and counter. Unconscious bias allows us to function in the world by classifying data we receive and using stereotypes. Bohnet recommends taking the Implicit Association Test created by psychologists Mahzarin Banaji and Anthony Greenwald in 1994, as a tool to measure unconscious bias toward social groups. Implicit bias is measured by how quickly people make associations. The IAT can be found online: https://implicit.harvard.edu/

Chapter 2: De-Biasing Minds is Hard

This chapter sites experiments and studies that show how difficult it is to change our biases, and describes types of unconscious bias such as "self-serving bias," which makes objectivity challenging when affected by the outcome of a given situation. She also describes how "hindsight bias"—when people see the present as more predictable than it really is—limits objective decision-making. Experiments have shown that reducing bias is challenging and requires the following four steps:

- Awareness of the possibility of bias
- Understanding of the direction of bias
- Immediate feedback when falling prey to bias
- Training programs with regular feedback, analysis, and coaching
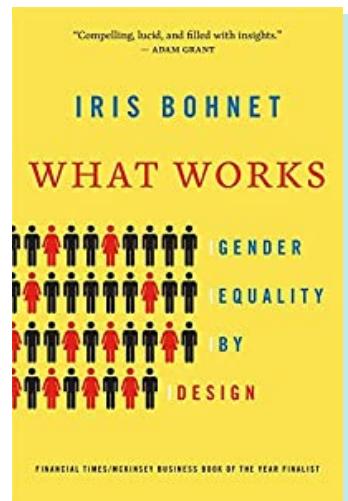
These four steps should guide organizations' diversity training, but knowledge of validated studies is limited. She points out that a 2005 review of approximately sixty studies examining cultural competency training for healthcare providers concluded that no inferences could be drawn about their impact due to a universal lack of methodological rigor. She suggests that organizations change their practices in the following ways:

- Eliminate diversity training focused on raising awareness
- Follow the unfreeze-change-refreeze framework
- Train people in reasoned judgement strategies, such as "consider-the-opposite" or the "crowd-within"

Chapter 3: Doing it Yourself is Risky
This chapter focuses on how women who violate gender norms often find themselves in untenable circumstances, illustrating how men and women behaving similarly in similar situations (like negotiating salary) elicit different reactions. Women may be perceived as aggressive or unlikable and are thus not as successful. Bohnet argues that we must make the environment safe for both men and women in the workplace to feel that they belong and have equal opportunity to speak. She posits that behavior design can alter the constraints put on everyone by increasing opportunity sets. The chapter particularly focuses on redesigning the context in which women and men negotiate by adopting the following behaviors:

- Invite people to speak up or initiate negotiations
- Increase transparency about what is negotiable including compensation information
- Have people negotiate on behalf of others

Chapter 4: Getting Help Only Takes You So Far
This chapter underscores the limited evidence for the efficacy of leadership development programs designed for women. According to McKinsey, U.S. companies spend $14 billion on leadership development annually; the impact of this leadership training on women is largely unknown. She also cites evidence to suggest that women are more likely to have mentors than sponsors, and take advantage of their social networks less often than men to further their careers.

Organizations can build leadership capacity by:

- Ending generic leadership development for both men and women
- Building leadership capacity by supporting people with the resources required for success, including mentors, sponsors, and networks
- Using behavioral design to help people follow through on actions, such as goal setting and feedback

PART 2: HOW TO DESIGN TALENT MANAGEMENT

Chapter 5: Applying Data to People Decisions
This chapter introduces "people analytics," which, in its simplest form, is the collection of large amounts of data to build complex applications that measure relationships between variables and detect patterns and trends. Today, many large companies use data analytics to better predict market trends, manage risk, measure customer needs, and optimize supply chains; few apply data analytics to people practices. Google is at the forefront of this movement, calling their HR department "People Operations." Bohnet describes Nancy Hopkin's work at MIT using data to reveal gender differences in salary, space, resources, awards, and responses to outside offers. The chapter goes on to point out that objective performance evaluations, while the data is not conclusive, appear to reduce bias.

Many people do not trust predictive algorithms, however, even with significant evidence of their effectiveness. Counter-intuitively, studies show that people become more averse to algorithmic forecasts if they observe them outperforming human forecasts. Across five studies where participants observed forecasts made by an algorithm, a human, both, or neither, those having seen the algorithm perform were less confident and less likely to prefer the more accurate algorithm over the inferior human. It was found that humans erroneously believe that algorithms cannot learn. Organizations can design their way out of this algorithm aversion by allowing people to adjust the algorithm.

Organizations can also apply data to people decisions by:

- Collecting, tracking, and analyzing data to understand patterns and make forecasts
- Measuring to detect deficiencies and refine interventions
- Experimenting to learn what works
- Giving people leeway to adjust algorithmic judgments

Chapter 6: Orchestrating Smarter Evaluation Procedures
The chapter demonstrates the impossibility of evaluating anything in absolute terms; rather we automatically judge in comparative terms, assessing one thing against another. If organizations design comparative evaluations then, they will find the results are fairer and maximize profit. She argues for evaluating candidates for a position (promotion or new hire) comparatively, assessing searches comparatively, making performance criteria explicit, and ensuring interviews are structured and objective. This objectivity can reduce unconscious bias, particularly confirmation bias, and has shown to result in greater gender equity in organizations.

The chapter includes a range of studies that confirm that unstructured interviews and unblinded applications support confirmation bias, yet are used throughout business—especially in leadership selection. In contrast, structured interviews reduce confirmation bias, especially when paired with formal assessments of intelligence or general cognitive ability. General mental ability has long been shown to be the most valid predictor of work performance when evaluating job candidates without previous experience.

Investing in structured interviews reaps returns with little financial investment. Bohnet recommends the following actions by organizations during the interview process.

Plan ahead. Use a checklist to structure interviews, and evaluate candidates in real time. If candidates are to be interviewed by several people, do not compare notes until the end of the process, and compare answers to the questions by candidate, not candidates overall. Developing a list of questions all interviewers will use before the interview, as well as asking those questions in the same order, will diminish subjectivity in the comparative evaluation of candidates.

Create a scoring system on a scale of 1-10 for each interview question, and determine how much weight each question should receive. To avoid the halo effect, score each of the attributes you measure before moving on to the next one, and ask all candidates the same questions in the same order. Assign scores immediately to minimize memory lapses.

To guard against evaluation biases, frames, and anchors, evaluate candidates comparatively. Once all candidates have been interviewed, compare responses horizontally across all candidates, ranking them them against each other. Then, compare rankings with others who independently interviewed the same candidates. Avoid group or panel interviews; studies have shown they are less reliable than independent, uncorrelated assessments. Have interviewers submit their scored evaluations before meeting to discuss the candidates, allowing the organization to aggregate the scores of each interviewer on the weighted scale.

INTERVIEW CHECKLIST

Before
- Determine number of interviewers and their demographics
- Identify questions to be asked by each interviewer and weight of each question

During
- Avoid group interviews; interview separately
- Ask question in the same order for each interview
- Be aware of framing effects, e.g. anchoring, representativeness, and availability
- Score answers to each question immediately after the interview

After
- Compare answers to questions across candidates, one question at a time
- Use pre-assigned weights for each question to calculate total score
- Compare candidates against each other, not ideas
- Submit each interviewer's score to the lead evaluator without discussion
- Meet as a group to discuss controversial cases

Other best practices:
- Require a gender-balanced finalist pool
- Select a candidate based on quantifiable data rather than "gut"

Chapter 7: Attracting the Right People
This chapter expounds on practices that have increased the representation of women in candidate pools. Studies reveal that people self-select into jobs based on their preferences and beliefs about whether they belong; job descriptions provide information and behavioral cues about both. Organizations should be aware of the messages they are sending to attract a larger and more diverse pool of candidates. Experiments have shown that women tend to opt out of competitive and variable pay schemes, typically due to risk aversion, lower self-confidence, and dislike of competition, Women are also more likely to apply for a job when they see that there are numerous applicants.

Because sorting mechanisms in humans are strong, organizations should scrutinize the messages (overt and biased) conveyed in their advertisements, websites, and communications. The wording used, the incentives employed, the work hours required, or even the number of applicants may unintentionally attract some at the expense of others.

Organizations can enhance their attractability by:

- Purging gendered language from job descriptions, advertisements, and communications
- Paying for performance
- Making the application process transparent

PART 3: HOW TO DESIGN SCHOOL AND WORK

Chapter 8: Adjusting Risk
This chapter explores women's financial vulnerability in employment. One study concluded that women are largely immune to the "winner's effect," therefore the stock market would have fewer bubbles if there were more women traders. The chapter also identifies the effects of stereotype threat, which shows that certain situational factors lead people to confirm the negative stereotypes about the social group to which they belong.

Organizations can reduce bias by:

- Adjusting risk when gender differences in willingness to gamble may bias outcomes
- Remove clues triggering performance-inhibiting stereotypes
- Create environments inclusive of different risk types
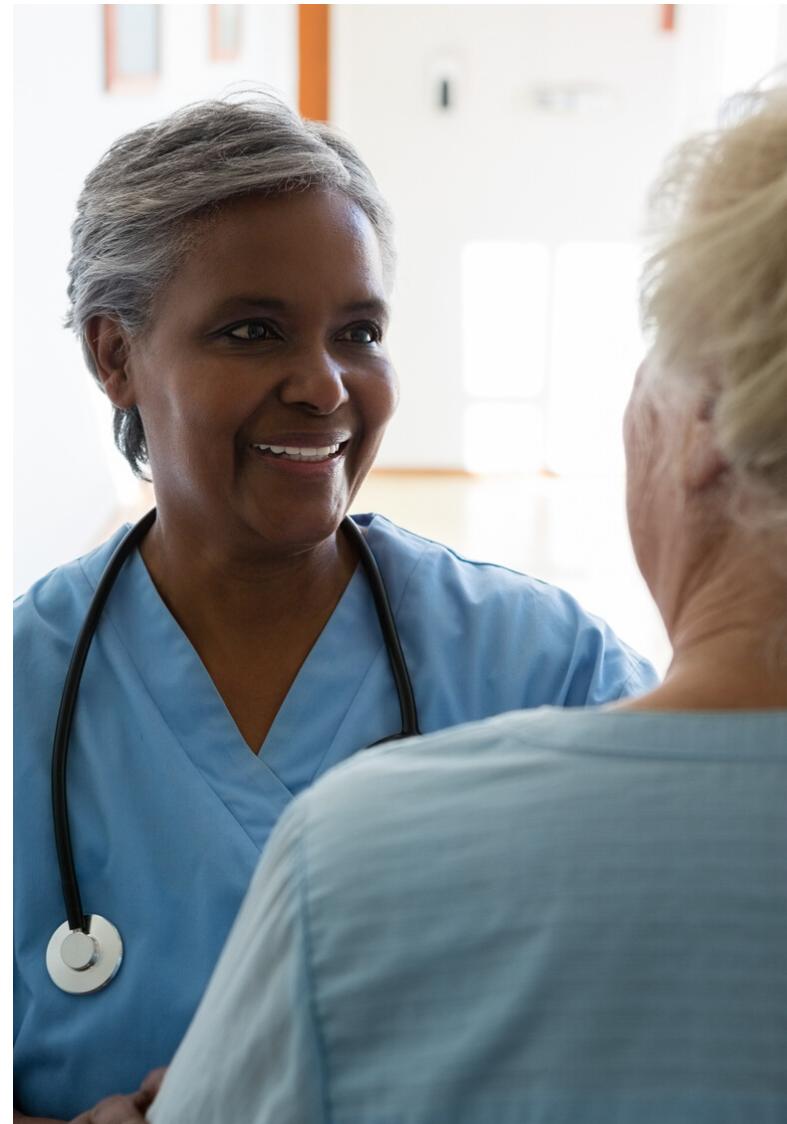
Chapter 9: Leveling the Playing Field
This chapter showcases environments designed to encourage all genders to thrive, with examples of how countries and social service departments have solved significant issues in education with cost effective, gender neutral designs that acknowledge that women tend to be less outwardly confident than men. Organizations can reduce gender bias in performance appraisals by eliminating employee self-evaluations, which have been shown to favor men who tend to overestimate their performance more frequently, while women err toward underestimating performance. Self-critique can thus skew ratings by managers. Providing regular feedback to employees regarding how well they are doing in comparison to their peers can reduce gender bias.

Organizations can also level the playing field by:

- Putting in place gender neutral designs
- Eliminating self-evaluations during performance appraisals (or not sharing them with supervisors)
- Providing frequent feedback to employees on performance compared to peers
- Compensating for differential impact due to gender bias

PART 4: HOW TO DESIGN DIVERSITY

Chapter 10: Creating Role Models
This chapter includes studies on the impact of quotas to enhance gender parity, largely due to the importance of role models. People are affected by not seeing individuals in leadership roles who reflect their gender, sexual orientation, and other sociodemographic characteristics. In the example of India's quota requirement for women on local governance councils, the share of women in local government went from 5% in 1993, to 40% in 2003, well exceeding the mandated quota of 33%. These women leaders substantively changed the face of politics in India, and increased self-confidence in young girls, as well as expectations of women from parents and peers.

Role models also play an important role in education. Studies reveal that equal gender representation among students in English and reading classes lead to better performance by women when compared to unequal classrooms. The scarcity of role models can, in fact, promote gender inequality, even as organizations work to address it. Employees were more likely to leave a law firm, for example, within five years, if their teams were predominantly same-sex or same-race. The chapter also explores the effect of female and male evaluators on the promotion of women from assistant professor to associate and then full professor.

Organizations can create role models by;

- Diversifying the portraits on the walls of the organizations (especially board rooms)
- Increasing the fraction of counter-stereotypical people in positions of leadership using quotas and other means (the "seeing is believing" effect)

Chapter 11: Crafting Groups
This chapter underscores the abundance of data that incontrovertibly prove that team composition matters. Gender and race consciousness is always present, whether the group is homogeneous or heterogeneuos. Understanding group dynamics enables managers to strategically create groups to meet objectives. Assigning white and black students, for example, as roommates results in a greater likelihood of white students interacting with people of color.

Studies have also shown that diversity in groups can increase productivity.

Moreover, individual team members' aptitude or intelligence is a poor predictor of a group's collective intelligence. A gender-balanced team has greater social intelligence and therefore stronger skills in teaming and collaboration. While not all studies indicate that diverse teams are more productive, the data does support that diverse teams are more effective when represented by a minimum of one-third women.

The chapter offers the following tips on creating teams:

- If the task requires coordination, then homogeneous groups may be preferable
- If the task involves individual problem-solving. be aware of peer effects
- If the task involves collective problem-solving, the most successful groups are likely to be heterogeneous teams, where the individual knowledge and perspectives of group members complement each other; a useful skill to incorporate in groups is listening and bridge-building, both shown to be correlated with the presence of women

Organizations can create conditions for collective intelligence by:

- Combining average ability with diversity of perspectives and expertise to maximize team performance
- Including a critical mass of each subgroup in teams to avoid tokenism
- Creating inclusive group processes to allow for diverse perspectives to be contributed and heard, for example, by introducing unanimity rules or political correctness norms

Chapter 12: Shaping Norms
This chapter explains how organizations can shape norms through legislation, marketing, and communications. Studies suggest that we can turn descriptive norms into prescriptive norms just by intentionally articulately desired behaviors. This concept is referred to as "herding behavior." When we vocalize behavior exhibited by the group (or the herd), we are apt to continue acting in accord with those group traits.

Norm entrepreneurs—people interested in changing social norms—can help organizations adjust behavior by creating conditions where individuals perceive changes to the status quo to produce meaningful results (rather than zero-sum). Bohnet says that making progress known in public and visible ways promotes convergence to a new norm. In fact, many organizations are ranked or disclose rankings because those relative scores influence behavior.

Organizations can become better norm entrepreneurs by:

- Making successes known and consequential
- Using rankings to motivate people to compete on gender equity
- Using rules, laws, and codes of conduct to express norms

Chapter 13: Increasing Transparency
This chapter explains why transparency is important to bring about behavioral change. Just as individuals are concerned about the perceptions of others, so, too, are organizations. Transparency fosters more informed decision-making, especially if information shared is easy to understand, relevant, visible, and clear. Many countries are now using the concept of comply-or-explain regarding disclosure of gender equity within organizations to foster greater transparency.

Companies should also take advantage of the "default setting" in creating norms. When opting out is required to change the status quo, the status quo will likely remain.

Organizations also need to find ways to overcome the intention-action gap. Information disclosure, smartly designed, can aid in creating a culture of equity and providing equal opportunities, like making position salary data between men and women transparent.

Lastly, studies have shown that setting aspirational goals (paired with incremental benchmarks) can mobilize resources and focus attention. Public accountability to peers or others helps organizations move the needle on issues of equity. In fact, one study found accountability to be one of the most important mechanisms to increasing workplace diversity.

Organizations can advance transparency and accountability by:

- Making information salient, simple, and comparable
- Setting long-term targets and specific, short-term, achievable goals
- Holding people and organizations accountable for follow through

Chapter 14: **Designing Change**
The final chapter summarizes the overall message of the book and provides additional resources. An important takeaway is that organizations can make meaningful change by keeping in mind DESIGN:

Data
Experiment
Signpost

Collect data to understand whether and why there is gender inequality. Experiment with ways to close the gender gap. Utilize behavioral insights to nudge attitudes and practices toward greater gender equity. And finally, let colleagues know that, by embracing DESIGN, they are joining an increasing number of governments, corporations, schools, universities, and other institutions striving toward fully inclusive gender equity.

Bohnet shares four key areas of focus:

- **Training**: Move from "training" to "capacity building"
- **Talent Management**: Move from "intuition" to "data"
- **School and Work**: Move from an "uneven" to "even" playing field
- **Diversity**: Move from a "numbers game" to "conditions for success"

RECOMMENDED READING

- **IAT**: https://implicit.harvard.edu/
- **EDGE:** www.edge-cert.org for getting started
- **Gender Action Portal:** http://gap.hks.harvard.edu/ for a summary of what has already been learned
- **Women and Public Policy:** https://wappp.hks.harvard.edu/ to access free evidence-based resources on closing the gender gap in economic opportunity, political participation, healthcare, and education
- **Applied:** www.beapplied.com for information about how to incorporate better hiring practices

Resource Guide

ELIMINATING GENDERED LANGUAGE

As sorting mechanisms in humans are strong and complex, organizations must scrutinize their messages for both overt and biased language, as well as subtle, gender specific nuances. These are conveyed in advertisements, job descriptions, websites, publications, and other communications.

In addition to personal preference, studies note that people select jobs based on beliefs about whether they belong. Job descriptions provide information and cues that applicants detect.

REMEMBER

- **Use gender neutral titles in job descriptions**
- **Be cautious of pronouns**
- **Avoid gendered adjectives**

The wording used, the incentive schemes employed, the work hours required, or even the number of other applicants may unintentionally attract some candidates and exclude others. Organizations should be aware of the messages they are sending to ensure attractiveness to a large pool of potential hires. Experiments have shown that women tend to opt out of competitive and variable pay schemes, typically due to a somewhat stronger aversion to risk, lower self-confidence, and dislike of competition; however, the gender gap in competitive environments reverses when people compete in teams. Women are also more likely to apply for a job when they see the number of applicants for the position: the more applications, the more likely women will apply.

AVOID

PREFER

MASCULINE	FEMININE	GENDER NEUTRAL
Strong	Supportive	Sound, Steady, Excellent, Solid
Drive	Collaborative	Energy, Guide, Push, Run, Deliver, Inspire
Lead	Committed	Run, Manage, Steer, Grow, Pioneer
Analysis	Subjective	Investigation, Study, Test, Research, Data
Analytical	Cooperative	Systematic, Thorough, Thoughtful, Deductive,
Driving	Honest	Motivating, Energizing
Individuals	Interdependent	Established, Known, Demonstrated, Reliable,
Proven	Loyal	Trusted, Tested
Workforce		Teams, Workers, Members

Resource Guide

ELIMINATING GENDERED LANGUAGE

PROMOTE ORGANIZATIONAL VALUES

- Include the organization's diversity, inclusion, and equal opportunity statements, being sure to eliminate any problematic language.
- Include causes the organization supports, such as non-profit organizations with whom you work, as well as volunteer activities sponsored by the organization or attended by current employees.
- Define your values and your commitment to them.
- Include personal and professional benefits outside of salary, like paid family leave, flex time, work from home options, and alternate work schedules.

OTHER THINGS TO CONSIDER

It's important that all communications include gender-neutral language. Doing so will increase candidate interest and thus expand the pool of diverse talent. Freeing communication of stereotyped tropes works to create an inclusive atmosphere, encouraging people of all backgrounds to apply for jobs, and giving current employees a greater feeling of belonging. External communications with gender neutral language serve to expand the zone of inclusion and let those who use your services know they belong.

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YEAR TWO INITIATIVES

Personal and Professional Life: Supporting the Balance

While unpaid family leave is a right within the U.S. through the <u>Family and Medical Leave Act</u> (FMLA), access to paid leave and return-to-work policies that support both families and professional growth are rare. As of 2018, research revealed that just 16% of U.S. workers had access to paid leave. And even with such access, returning to work can be a challenging process, with barriers that stymie professional advancement and fulfillment. Women bear an even greater burden, often shunted into a "mommy" box and assigned less work. Alternatively, employees may confront impossible tasks that require them to sacrifice their personal responsibilities in favor of their careers.

Fact is, there's a dearth of options—like longer postpartum leave, flexible schedules, access to employer-supported childcare, and creative job-sharing arrangements—to successfully return to work. Parents are thus in the unenviable position of choosing between families and careers, and navigating a patriarchal hierarchy of advancement that ties professional gain to personal loss.

Structures to manage a range of personal scenarios, including childbirth, elder care, and extended illness of an employee and/or members of their family, are needed, along with shifts in organizational culture that elevate work-life balance and strengthen individual wellness.

As an industry that advocates for wellness and boasts a majority female employee base, the healthcare community is perfectly situated to confront the issue of personal and professional balance as it relates to family leave and return-to-work. And yet, in <u>rankings of U.S. companies</u> with the best family benefits, no healthcare companies or health systems make the top 15. The Equity Collaborative is uniquely poised to initiate change within this sphere, and pilot new programs at member organizations with the goal of effecting change from within that can influence other organizations nationwide.

This initiative will identify structures, policies, and procedures that contribute to inclusive family leave and self-care practices. Collaborative members will implement these initiatives and measure results.

PROPOSED PLAN

- Collaborative staff will identify TEC members who have addressed the issue, gathering the policies, procedures, actions, and research best suited for modification, study, and implementation.
- A work group may be formed to help promote and implement on-the-ground programs, where possible.

- The Collaborative may choose to work with an outside organization with proven success in developing effective policies, co-creating a comprehensive plan for testing at pilot sites.

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YEAR TWO INITIATIVES

Culture Change

As noted in a <u>report</u> on sexual harassment published by the National Academies of Sciences, Engineering, and Medicine, "Organizational climate is the single most important factor in determining whether sexual harassment is likely to occur in a work setting." Collaborative members must therefore interrogate the cultures of their organizations in order to eliminate harassment and embrace fully inclusive gender equity.

Importantly, cultural values are not independent variables; they are driven by behaviors that reflect organizational "artifacts," including leadership, structures, systems, policies, and the composition of the workforce. Changing cultural values therefore requires modifying those artifacts directly. Considerable work has been done over the last few years to develop strategies that organizations can employ to assess and optimize cultures that nurture equity. Through this initiative, Collaborative members will explore and diagnose the culture of their organizations, making recommendations to strengthen civility, professionalism, and equity, while reducing the incidence of gender and sexual harassment. Members will also identify and test cultural assessment and change tools that members are using (including McKinsey's Women in the Workplace Survey), and design and implement pilot projects within member sites.

PROPOSED PLAN

- Form a work group to undertake a literature review on strengthening organizational culture
- Review past and current culture-specific initiatives at Collaborative member sites
- Design a set of culture assessment and change tools suitable for piloting in member organizations
- Partner with McKinsey to potentially adapt the Women in the Workplace Survey for Collaborative members
- Publish results of the work following pilot testing

Organizational Artifacts
e.g. leadership and structures

Shared Cultural Values
widely shared intangible attitudes and beliefs

Critical Behaviors
recurring visible and invisible actions that trigger reactions
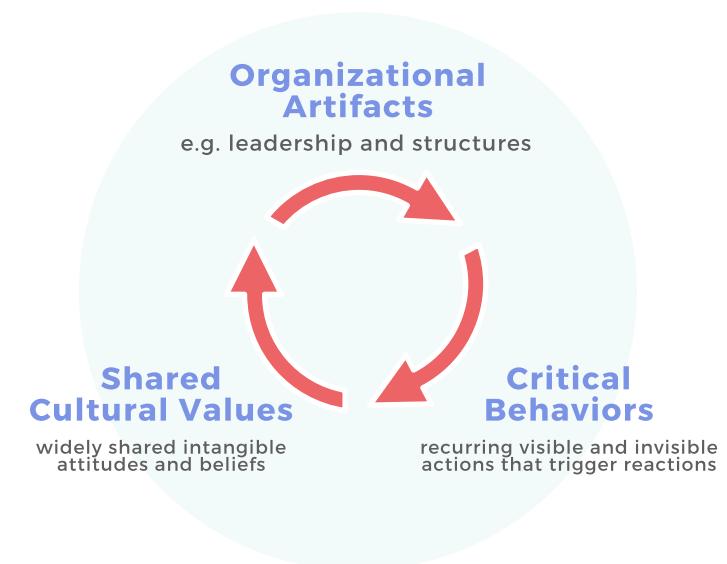
YEAR TWO INITIATIVES

Gender-based Compensation Equity Initiative

Gender-based compensation equity is essential. An abundance of research confirms that women are routinely paid less than men for similar work, despite laws mandating equal pay for equal work. Women at middle and senior management levels are especially vulnerable, since responsibilities and performance for these positions vary widely and are ill-defined. Academic institutions and medical schools face particularly complex compensation challenges, where academic rank and clinical productivity intersect.

Through this initiative, Collaborative members will identify inequities in gender-based compensation within their own organizations, as well as develop strategies for redressing these issues, and policies, structures, and practices that ensure equitable compensation moving forward. The work will begin by cataloging methodologies Collaborative members are using to measure and ensure compensation equity, We will then identify and engage outside resources, including accounting and consulting firms, to develop best practices for key constituencies (physicians, administrators, faculty, etc.).

PROPOSED PLAN

- A work group will be formed
- Review programs at Collaborative member organizations that address gender-based compensation inequities
- Identify and interview external resources with experience in compensation equity

- Design, pilot, and oversee compensation equity initiatives at member sites
- Publish results of the work following pilot testing

L. Collins, "How the BBC Women Are Working Toward Equal Pay," The New Yorker, July 16, 2018.