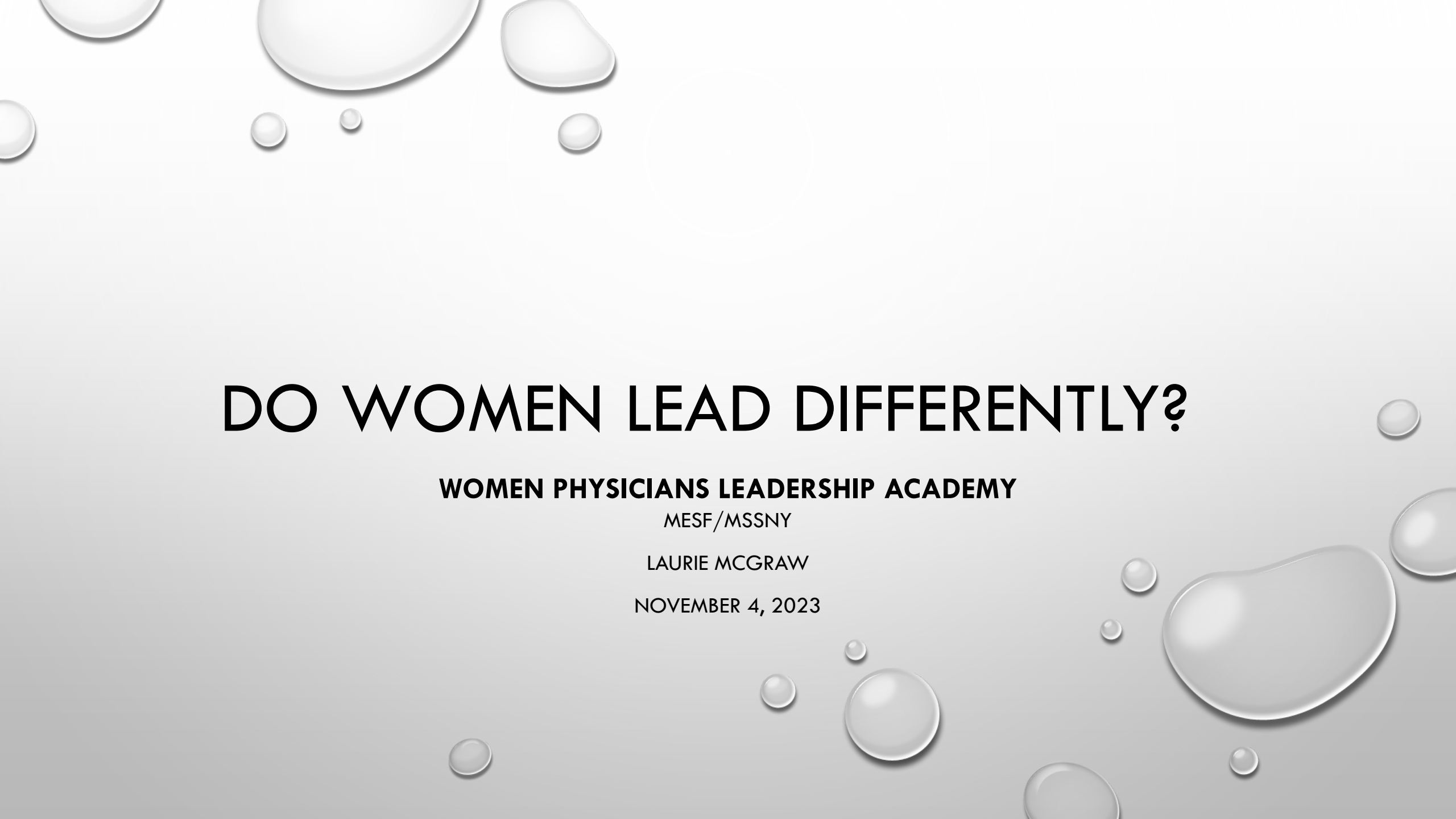


The background of the slide is a light gray gradient, decorated with numerous realistic water droplets of various sizes. Some droplets are clustered in the top left corner, while others are scattered across the bottom right and center. The droplets have highlights and shadows, giving them a three-dimensional appearance.

DO WOMEN LEAD DIFFERENTLY?

WOMEN PHYSICIANS LEADERSHIP ACADEMY

MESF/MSSNY

LAURIE MCGRAW

NOVEMBER 4, 2023

LAURIE MCGRAW



[LAURIE MCGRAW](#): 30-YEAR EXECUTIVE KNOWN FOR DRIVING INNOVATION, COMPANY GROWTH, AND INDUSTRY STANDARD-SETTING ACROSS THE HEALTHCARE SECTOR. BOARD LEAD/DIRECTOR TO NASDAQ COMPANIES, VENTURE ADVISOR, AND HEALTH EQUITY CHAMPION. TEDX SPEAKER, FORBES TECHNOLOGY COUNCIL MEMBER, CRAIN'S NOTABLE WOMEN EXECUTIVE. PREVIOUS AMA SVP; PRESIDENT AMA INNOVATIONS; PRESIDENT AT ALLSCRIPTS. PASSIONATE OUTDOOR ENTHUSIAST FORTUNATE TO LIVE IN BOTH BOULDER, CO AND BIG SKY, MT. COMMITTED TO BUILDING THE NEXT GENERATION OF LEADERS, PODCAST CREATOR AND HOST (INSPIRING WOMEN WITH LAURIE MCGRAW) PROVIDING INSIGHTS FOR WOMEN NAVIGATING THEIR CAREER PATHS AND TRYING TO MAKE A POSITIVE IMPACT IN THE WORLD.



INSPIRING WOMEN

with Laurie McGraw
*Professional. Polished. Accomplished. Thoughtful.
Made it. Ready to Make It.*

Select Guests



Laurie McGraw
Host



Dr. Jenny Schneider
Homeward CEO/Founder



Dr. YiDing Yu
Olive



Dr. Amy Abernethy
Verily/FDA/Duke



**U.S. Congresswoman
Diana DeGette**



Suchi Saria
AI OG/Bayesian Health



Chelsea Clinton
Metrodora Ventures
The Clinton Foundation



Dr. Jen Peña
Digital Health/White House



Dr. Fatima Cody Stanford
Obesity Expert



Dr. Aletha Maybank
Health Equity/AMA



Alyssa Jaffee
7Wire Ventures



Dr. Susan Bailey
AMA



Dr. Patrice Harris
AMA/eMed

3 KEY TAKEAWAYS

- YES, WOMEN LEAD DIFFERENTLY
- WOMEN ARE MORE LIKELY TO HAVE TODAY'S CRITICAL LEADERSHIP SKILLS REQUIRED FOR TOP POSITIONS (EMPATHY, INCLUSIVITY, TRUSTWORTHINESS, AND OTHERS)
- THE SYSTEM IS BIASED AGAINST YOU – BEING SMARTER, OUT WORKING, BEING DESERVING IS NOT ENOUGH.
 - WOMEN LEADERS MUST USE THEIR VOICES TO ADDRESS SYSTEMIC ISSUES
 - ASPIRING WOMEN LEADERS MUST CONTINUE TO GAIN AND USE THEIR CONFIDENCE; THEY MUST ASK; AND THEY MUST EMPLOY MENTORS AND SPONSORS TO ADVANCE

HEIDRICK Research: Top Needs from CEOs

#1 CULTURE

NEXT: Strategy, Operational Plan, Talent

".....it's not very easy to understand if the leader is actually going to have an inclusive style of leadership, so there are different assessment tools that now are being used. Not only to assess the leaders that you're hiring from the outside, but also to assess the leaders that you have inside your organizations. And how to really help them to grow into that skill set.

To your point, also, yes, these skills are probably more female oriented.... I also think that also these skill sets are not easier necessarily to master than those hard core skills that we always have talked about in the past....."



Elisabetta Bartoloni

Partner, Heidrick

The image features a light gray background with a subtle gradient. In the top-left and bottom-right corners, there are several realistic-looking water droplets of various sizes, some overlapping. The text "Promising News, Right?" is centered in the middle of the image.

Promising News, Right?



Promising News, Right?

NOT SO FAST





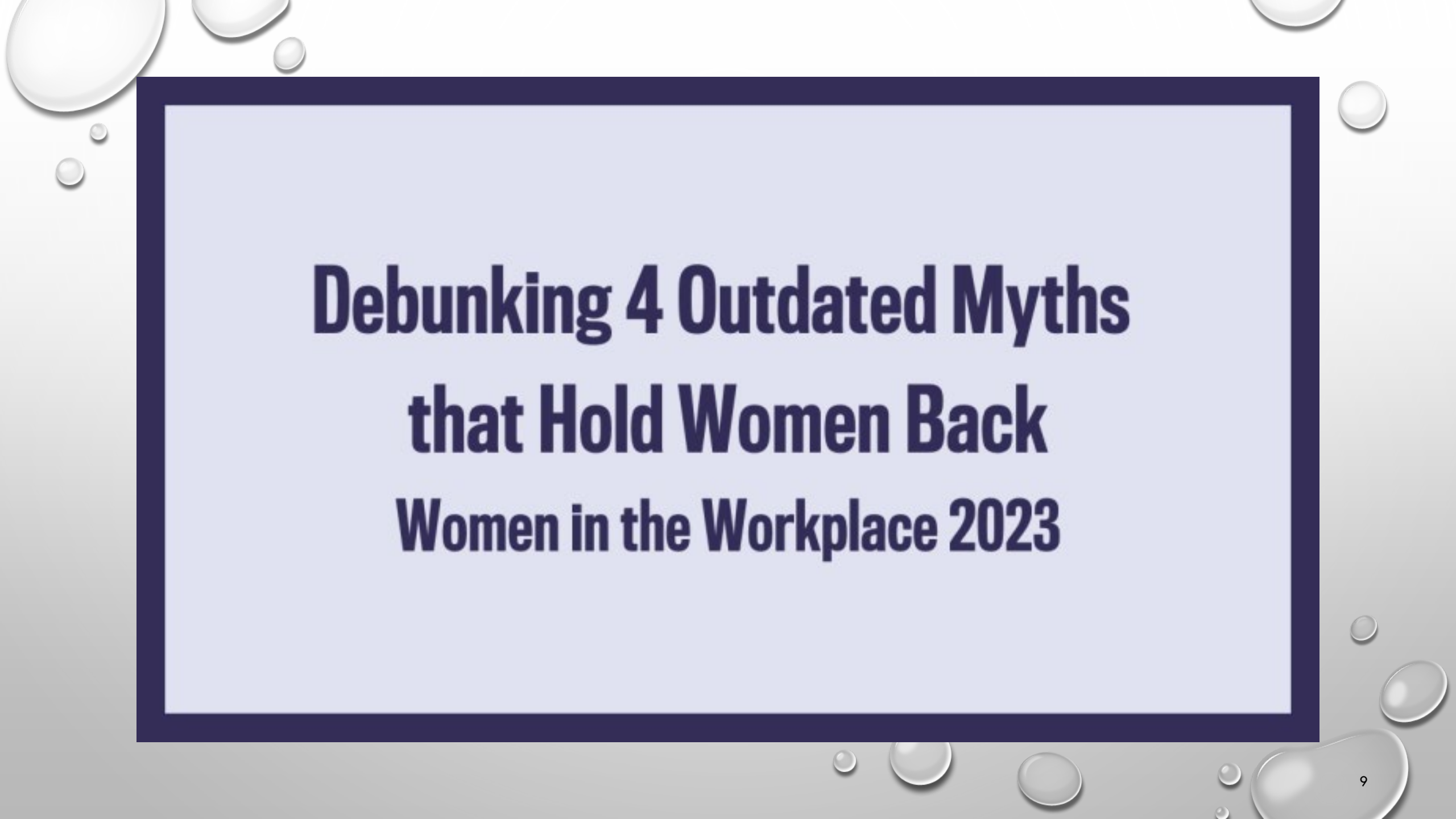
Women in the Workplace — 2023



Despite gains at the top, women remain underrepresented at all levels

Key Findings:

- Women represent roughly 1 in 4 C-suite leaders, and women of color just 1 in 16.
- Women of color face the steepest drop-off in representation from entry level to C-suite positions. As they move up the pipeline, women of color's representation drops by two-thirds.



Debunking 4 Outdated Myths that Hold Women Back Women in the Workplace 2023



1. The biggest barrier to women's advancement is the 'glass ceiling.'

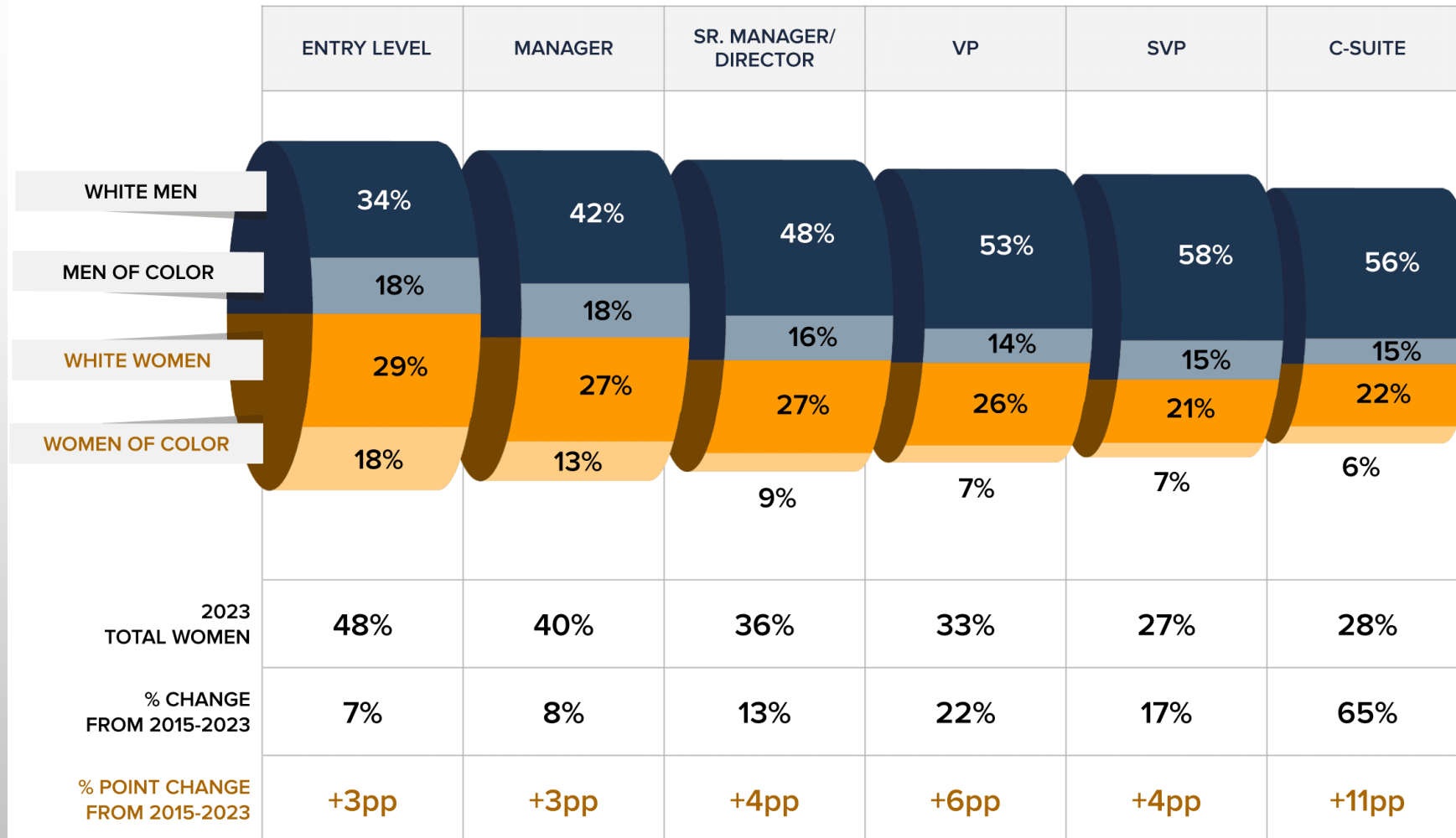
Reality: The "broken rung," or the lack of promotion early on in one's career, is what hinders women's career growth.



REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE⁷

WOMEN MEN

% of employees by level at the start of 2023



2. Myth: Women are less ambitious.

**Reality: Women are just as ambitious as men,
and more ambitious than ever.**

Leadership is not about the position or the title or the corner office. It's about getting the work done

*I didn't know how to get there, because I am the first person in my family to go on to medical school. There was no road map for me. But I have always felt it important to **BE** that road map for others when I was the first in a room... the first in a board room. I was the only (African-American) in my medical school class.*

Ultimately, my career in medicine through the advocacy side, being very involved and engaged at the state level and then at the national level at the American Psychiatric Association and then at the AMA. I'm the first African-American woman to be chair of the board of the AMA and, as you noted earlier, the first African-American woman to be elected president of the American Medical Association.

*So, so often, I may not have been the first, but maybe the **only** or the first in a while in so many of those rooms, where decisions were being made. I've always felt that it's important to be around the decision-making table and I've also thought it was very important to become engaged and involved if something is not working right, if you see A New Path.....*



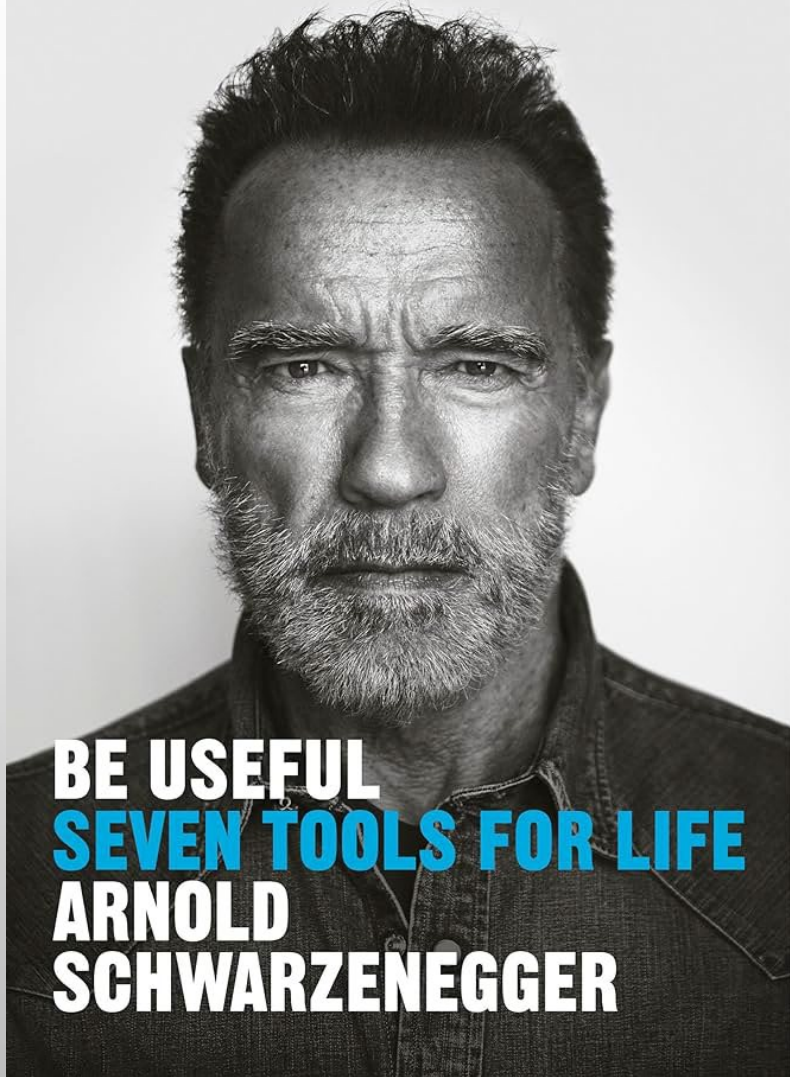
Dr. Patrice Harris
AMA/eMed

3. Myth: Microaggressions have a 'micro' impact.

Reality: Microaggressions have a wide and lingering impact on women.



#1 NEW YORK TIMES BESTSELLER



Handling Microaggressions

Advice from an unlikely source

Bridging

- A communication technique that allows you to guide the discussion/question
- DO NOT:
Let your emotion/outrage get the best of you
- DO:
 - Listen Carefully
 - Begin response by accepting premise (common ground)
 - AND PIVOT to your story/point



4. Myth: It's mostly women who want— and benefit from — flexible work.

Reality: Both men and women view flexibility as a top employee benefit.



The system IS BIASED AGAINST YOU

Being smarter, out working, being deserving....
is NOT ENOUGH.

It is unacceptable to expect those on the other side of inequity to bear the responsibility of convincing others to acknowledge and address their bias. It is the responsibility of those with power, with platforms, and with voice to lead the change.



Chelsea Clinton

Metrodora Ventures
The Clinton Foundation



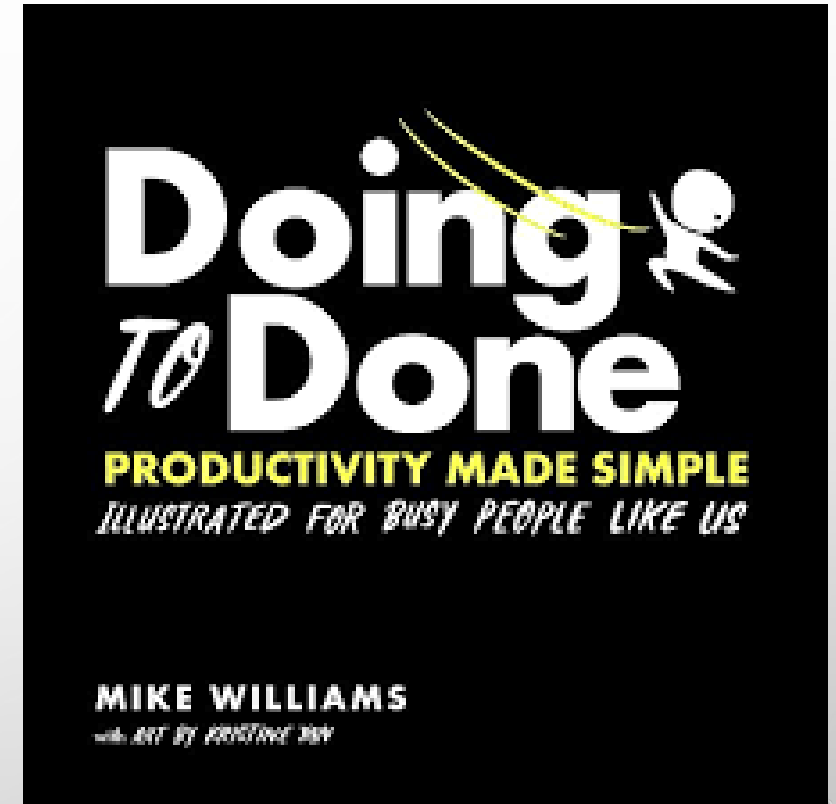
**We still have too few
women in leadership.**

Now what?

SELF CONFIDENCE



Harvard Business Review



SELF CONFIDENCE

- LEARN HOW TO PROMOTE YOURSELF
- GET COMFORTABLE WITH THAT
- BEING AUTHENTIC AND UNAPOLOGETIC

it took me a long time and it's always a work in progress. And what I got to was, and I encourage anyone and everyone I work with, if it doesn't make sense to you, it doesn't make sense.

Lara Dodo
CGO/COO, Newtopia



And I definitely experienced it. And you can walk in a room and present to a room full of investors; most of them tend to be white men. And if they challenge you, they ask you questions as if you were less intelligent than who you are, challenge your ability to actually know your market that you know well. I think many people walk out of those situations feeling beat down.

And I think, of course, they would. And I think the first thing that I do in those moments is to brace myself; is to actually tell myself, "What's going on?" and to not allow myself to feel beaten down because once you start to believe it, once you start internalizing it, there's no way that you can act your best.

Dr. YiDing Yu
Chief Medical Officer, Olive



WOMEN NEED TO ASK

CAREERS • EDITORS' PICK

Why Women Fall Short In Negotiations (It's Not Lack Of Skill)

Kim Elsesser Senior Contributor ☺

I cover the intersection of business, psychology and gender.

Jan 21, 2021, 02:18pm EST

Forbes

Inc.

NEWSLETTERS SUBSCRIBE

STRATEGY

Research Shows Not Negotiating Your Salary Could Cost You \$1 Million (Especially Women)

Your salary doesn't just affect what you earn this year -- the impact over your lifetime can be huge. [🔗](#)

BY JEFF HADEN, CONTRIBUTING EDITOR, INC. @JEFF_HADEN



Getty Images

BEING PROACTIVE ABOUT YOUR ADVANCEMENT



Not only just knowing my value intellectually, but also financially knowing my value and how do I have difficult conversations and ask for more money or ask for a raise or ask for a salary if I don't even fully understand the context of the question of, how do I actually know what to ask for?

Chelsea Pauga
Grad student, U of Chicago

I've never been the type of person that just waited for an opportunity to come my way. I would always look for opportunities and if I found an opportunity, I would go to my boss and say, "This is a training opportunity that I found. I think it will enrich my work. I think it will enhance my ability to do my work. And here is how, would you authorize the time away from the office for me to attend the training as well as the fee?" And sometimes the answer would be yes, and sometimes the answer would be no.

Dr. Suzet McKinney
Principal Sterling Bay



Certainly the transferable skills, they call it human plus skills, the communication, the collaboration, the creativity, the critical thinking. Those will be all very important skill sets in the future, because as again, the speed of need is moving much faster. And so those will be kind of the glue types of skills that is helpful to practice and get a greater and greater mastery over time.

Van Ton-Quinlivan
CEO, Futuro Health

- PEOPLE CAN NOT READ YOUR MIND
- MAKE IT KNOWN, TO THOSE WHO CAN GIVE IT TO YOU
- BEING TOLD NO USUALLY MEANS NO, AND.....

BUILD YOUR NETWORK

Research: Men and Women Need Different Kinds of Networks to Succeed

by Brian Uzzi

February 25, 2019

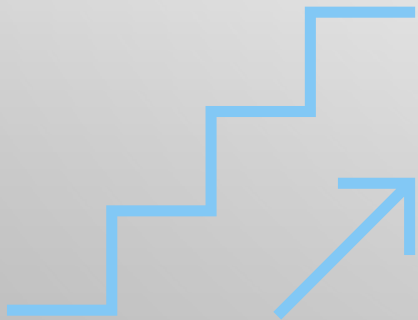


David Malan/Getty Images



BUILD YOUR NETWORK

- CULTIVATE BUSINESS RELATIONSHIPS
- BE PURPOSEFUL
- BRING OTHERS WITH YOU



I do use allies and networks. That is the superpower of my career.

Nancy Ham
CEO, WebPT



And I'm all about just helping people regardless of whether it's a technical legal question or not, because I'm into growing and improving the healthcare industry, whatever it takes. The other thing is that you just have to ... At a moment's notice, somebody will say to you, "Well, who can you recommend?" And again, the more people you know, the more you're in a position to recommend someone.

Lynn Shapiro Snyder
Partner, Epstein, Becker, Green
Founder, WBL

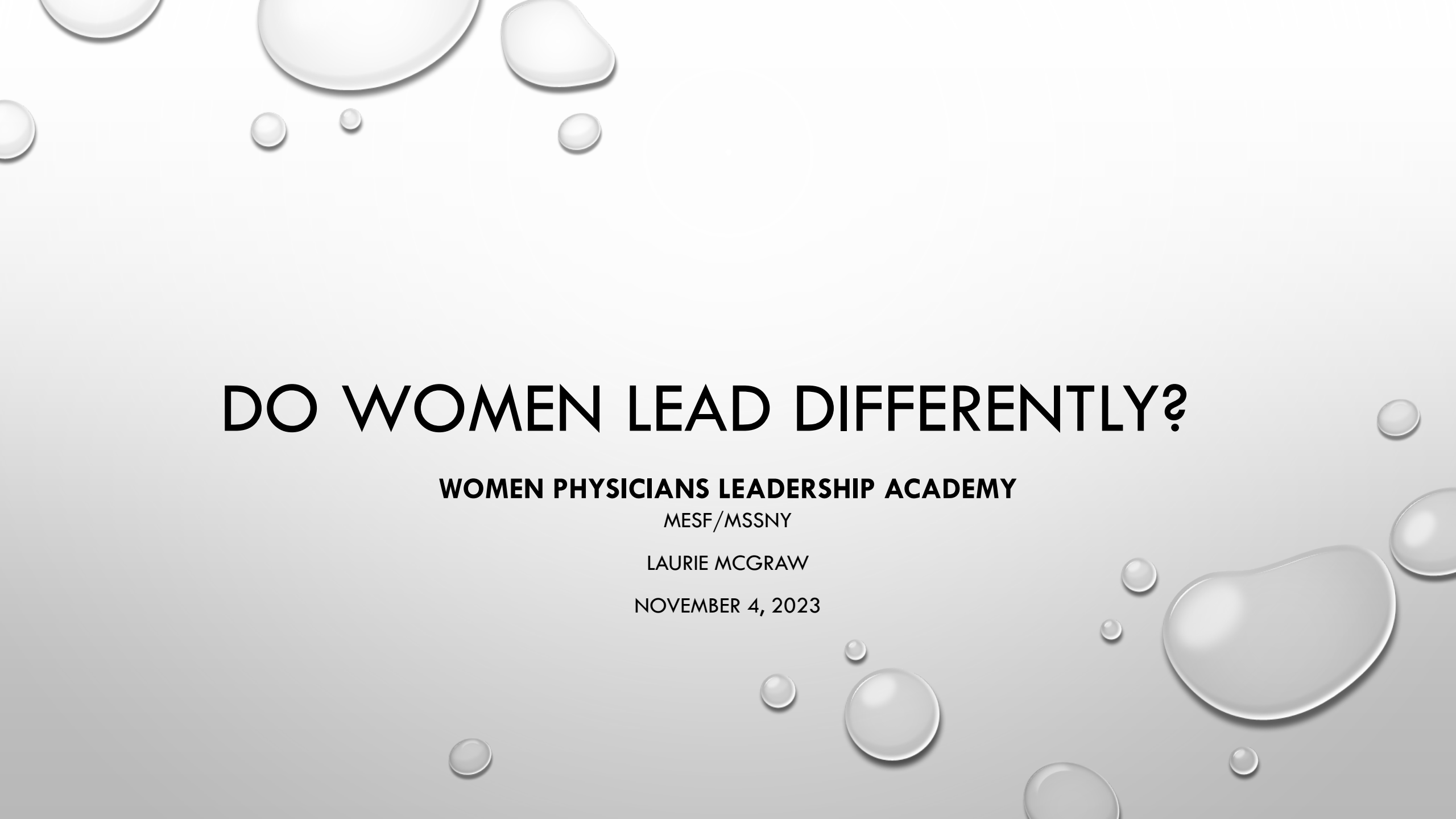
But I lead with race and racism because our data shows in this country that when you look across race and ethnicity, the worst health outcomes, the shorter life expectancies, rather, are amongst Black and brown people in this country.

Dr. Aletha Maybank
Chief Health Equity Officer, AMA



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