



LEVERAGE

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TLN'S NEW VIDEO

Our new video makes the case for diverse boards. page 2

TLN IN THE SPOTLIGHT

TLN was the cover story for *MH* in its July 5 issue. page 3



Q&A WITH CASSANDRA FRANGOS

Cassandra Frangos is an executive coach and author of the book, *Crack the C-Suite Code: How Successful Leaders Make It to the Top.* She spoke at our Emerging Leaders event in September. page 3



Is the window closing on health equity?

I am sensing a lull in our nation's progress toward solving health equity

and disparities in access to healthcare and better health outcomes. This should come as no surprise to anyone who has followed this issue over the past decade. Stirring rhetoric is followed by the same old inertia.

Achieving real change in something as inbred in our society as racial inequity takes more than a village; it takes a push and a shove by all kinds of actors at the national, state and local levels to get leaders in the public and private spheres to make good on all the promises made in the wake of COVID. I am reminded of the persistence of Martin Luther King Jr., who organized and marched and sat in jail until the world's focus turned to his campaign for justice, resulting in the Civil Rights Act, the Voting Rights Act and more.

Recent events have pushed disparities off the front page. The Afghanistan crisis, fights over COVID mandates, the daily carnage of climate change and many other issues dominate the headlines. And yet, the pandemic has also served as a reminder of the nature of the equity challenges we continue to face.

A recent report by Johns Hopkins researchers showed that one in 500 Americans has died of COVID-19 since the pandemic began. As terrible as that statistic is, this virus has been targeting people of color with particularly ruthless efficiency. Among people aged 40 to 65, 1 in 1,300 whites have died from COVID, while the death rates for Blacks is 1 in 480, and for Hispanics it is 1 in 390.

"This is trauma. This is generational impact that we must have an intentional focus on. The scars are there," Marcella Nunez-Smith, chair of President Biden's COVID-19 Health Equity Task Force and associate dean for health equity research at Yale University, told the Washington Post. "We can't think that we're going to test and vaccinate our way out of this deep pain and hurt."

One thing we can do is to appeal to both the head and heart of the private sector in making the case for diversity. For the heart there is the good feeling when you look out and see a leadership team with people of color. It makes for a more interesting culture and often generates new kinds of conversations. For the head, there is a field of research that consistently demonstrates how inclusive organizations have an advantage over the competition.

Head or heart, which do you think is more important to a private sector organization?

A 2018 report by consulting firm McKinsey found a statistically significant correlation between a more diverse leadership team and improved financial performance. Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. Companies in the top-quartile for ethnic/cultural diversity were 33% more likely to have industry-leading profitability.

That same year, Deloitte, one of our supporting sponsors, found much the same thing. It also surveyed 10,000 business leaders for its Global Human Capital Trends report, two thirds of whom cited diversity and inclusion as "important" or "very important" to business success.

The same holds true internationally. An Australian Institute of Company Directors report from 2016 found that

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organizations with inclusive cultures were twice as likely to meet or exceed financial targets, six times more likely to be innovative and eight times more likely to achieve better business outcomes.

All of this is to explain why TLN's latest project is called Improving Performance through Diversity. Working directly with organizations our collaborative learning experiences are designed to shape organizational culture and to align leaders' behaviors to achieve transformational goals. We aim to make the case that diversity isn't just a feel-good proposition; it's a winning strategy.

Antoinette (Toni) Hardy-Waller

Antoinette Hardy-Waller
Founder and CEO



We are recruiting candidates for Cohort V of the Health Care Board Initiative program.

[Click here](#) to join our organization and get the process started.



CHECK OUT OUR NEW VIDEO

In our new 2-minute video, TLN makes the case for diverse boards and shows how our programs are providing pipelines of Black talent into C-suites and boardrooms. This can be a resource for those promoting change among decision-makers at institutions. [Watch the video.](#)


theleveragegroup.com

GENERAL MEMBERSHIP

Help change how healthcare is governed and led

As a general member of The Leverage Network (TLN), you are joining a pipeline of talented Black executives and industry leaders dedicated to improving healthcare delivery throughout communities of color.

Join this Exclusive Professional Network

TLN is committed to the professional development of rising, diverse, and qualified talent by providing resources that prepare, position, and promote individual members for healthcare leadership.

Membership in TLN is open to C-level executives, EVPs, SVPs or equivalent, who understand the struggle to eliminate healthcare disparities and enhance organizational performance depends on the successful inclusion of diverse perspectives and experiences.

As a member, you'll benefit from:

- ▶ Access to TLN's exclusive network of industry leaders
- ▶ Access to TLN's exclusive network of industry leaders
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HEALTHCARE BOARD INITIATIVE

Getting a Seat at the Table

The Healthcare Board Initiative (HcBI) is a premier executive development program that enhances Black executives' preparedness for governance roles in the healthcare industry.

- ▶ The Leverage Network (TLN) utilizes its HcBI program to build a robust pipeline of talented, well-prepared Black executives through the Power of 3 (P³). P³ is a three-part strategy established to prepare executives for board opportunities through training and executive coaching; position them for greater visibility within the industry through access to an influential network of individuals and corporate partners; and promote them for viable healthcare board opportunities.
- ▶ Seasoned executives will emerge from this six-month experience with a greater number of tools, resources and relationships that they can employ in their governance roles, providing them with active, informed and independent guidance on their board governance journey.
- ▶ The HcBI program is meant for tenured C-level executives with the title of executive vice president or equivalent who are committed to enhancing organizational performance by ensuring the consideration of diverse perspectives and experiences and advocating for board diversity. Research demonstrates greater performance.

The Curriculum:

- ▶ Two full-day in-person sessions
- ▶ Two "up close" healthcare and industry thought leadership sessions
- ▶ "A View from the Corporate Front"
- ▶ Culminating in a final presentation

First session is \$1,500 annual fee

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LEVELING UP!

Time to Diversify Healthcare's C-suite

The Leverage Network (TLN), a national leader in preparing, positioning and promoting Black professionals for service on healthcare governing boards, is now bringing the same approach to the C-suite with its new Emerging Leaders program.

Emerging Leaders, You Got Next

This innovative 6-month program focuses on grooming tenured leaders for executive leadership roles in healthcare organizations. Patterned after TLN's highly successful Healthcare Board Initiative (HcBI), participants gain insights from Black pioneers in healthcare senior leadership into how to leverage opportunities for advancement and avoid the "hiding in plain sight" phenomenon.

TLN uses its proven "P³" approach to prepare emerging leaders for C-Suite positions through training and executive coaching; position them for greater visibility within the industry through access to an influential network of individuals and corporate partners; and promote them for viable C-Suite positions in healthcare.

Research has shown a correlation between healthcare provider diversity and better care for disadvantaged communities. With new awareness of health disparities experienced by communities of color, organizations increasingly seek leaders whose life experiences inform their approach to solving unequal access to quality care. TLN urges healthcare organizations of all kinds to encourage qualified executives to apply for the Emerging Leaders program.

The Curriculum:

- ▶ Two full-day leadership forums with industry experts
- ▶ Two networking events with TLN Healthcare Board Initiative cohorts
- ▶ Webinars tailored to the needs of Emerging Leaders
- ▶ Small-group executive coaching sessions with successful, veteran Black executives

First class is scheduled for Fall 2021. Cost to join is \$750. Program is limited to 25 participants.

JOIN NOW

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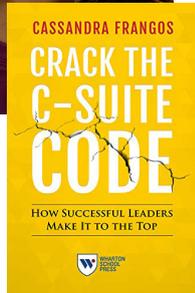
GET WITH THE PROGRAM(S)!

Want to accelerate your career through board service and entrée to the C-suite?

[Check out our programs](#) and then [apply to join.](#)



CRACKING THE C-SUITE CODE



Cassandra Frangos is an executive coach and author of the book, "Crack the C-Suite Code: How Successful Leaders Make It to the Top." Cassandra spoke at the inaugural Emerging Leaders program, held in September. We had a sit down with Cassandra to get more insight on paths to the corner office.

TLN: The Emerging Leaders program is focused on overcoming the challenges Black executives face in reaching the higher C-Suite roles, so there is a lot of interest in finding the right path up. What's the secret to getting into the C-Suite?

Frangos: It's the question I get asked the most from my clients: How do I move into the C-suite? Is it based on skills, or on networking or on longevity? After speaking with so many executives throughout my consulting career, I started to see patterns in paths that people took. The paths outlined in the book are: The Tenured Executive, The Free Agent, The Leapfrog Leader and The Founder.

TLN: Can you briefly summarize each of those?

Frangos: Of course. A tenured executive is someone who has stayed with a firm for some period of time and has helped to grow their leadership skills as they rise through the ranks of that organization. This is a common route to the C-suite, as this person really understands not only the way the organization works, but aligns well with the company culture and has a lot of followership.

A free agent is that person who may have developed leadership capabilities working in one or more places but then moves to a new company as an incoming C-suite executive. So they are chosen to bring change to a company and hired for their expertise and capabilities that align with the future direction of the company.

A leapfrog leader is an often a leader with a lot of potential. They can skip over traditional leadership structures and the company is willing to take a chance on them. We see this trend increasing if there are organizations that want to create a lot of change or are transforming their industry. Many successions processes are picking up on this trend and willing to take a change on someone with potential over the exact experience required for the top job.

Finally, the founder is just what it says it is. An entrepreneur who creates their own path by starting a company or new venture. It's the riskiest path but also comes with what could be the highest rewards, if successful.

TLN: There are challenges for every leader aspiring to the top of their organizations, however given the dearth of diverse talent at the top what do you see as unique and subtle challenges for diverse candidates?

Frangos: Companies are more aware now and want to have more diversity in their organizations. Find a sponsor that is willing to advocate for you and giving you the exposure you need to be considered for the top roles.

We're getting noticed!

For those who haven't seen it yet, we are still on a high at TLN being the cover story for MH (formerly known as *Modern Healthcare* magazine) in its July 5 issue. The article, "It has to start in the boardroom," is a look at the slow progress being made by hospitals and health systems in making boards more representational of the communities they serve.



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