

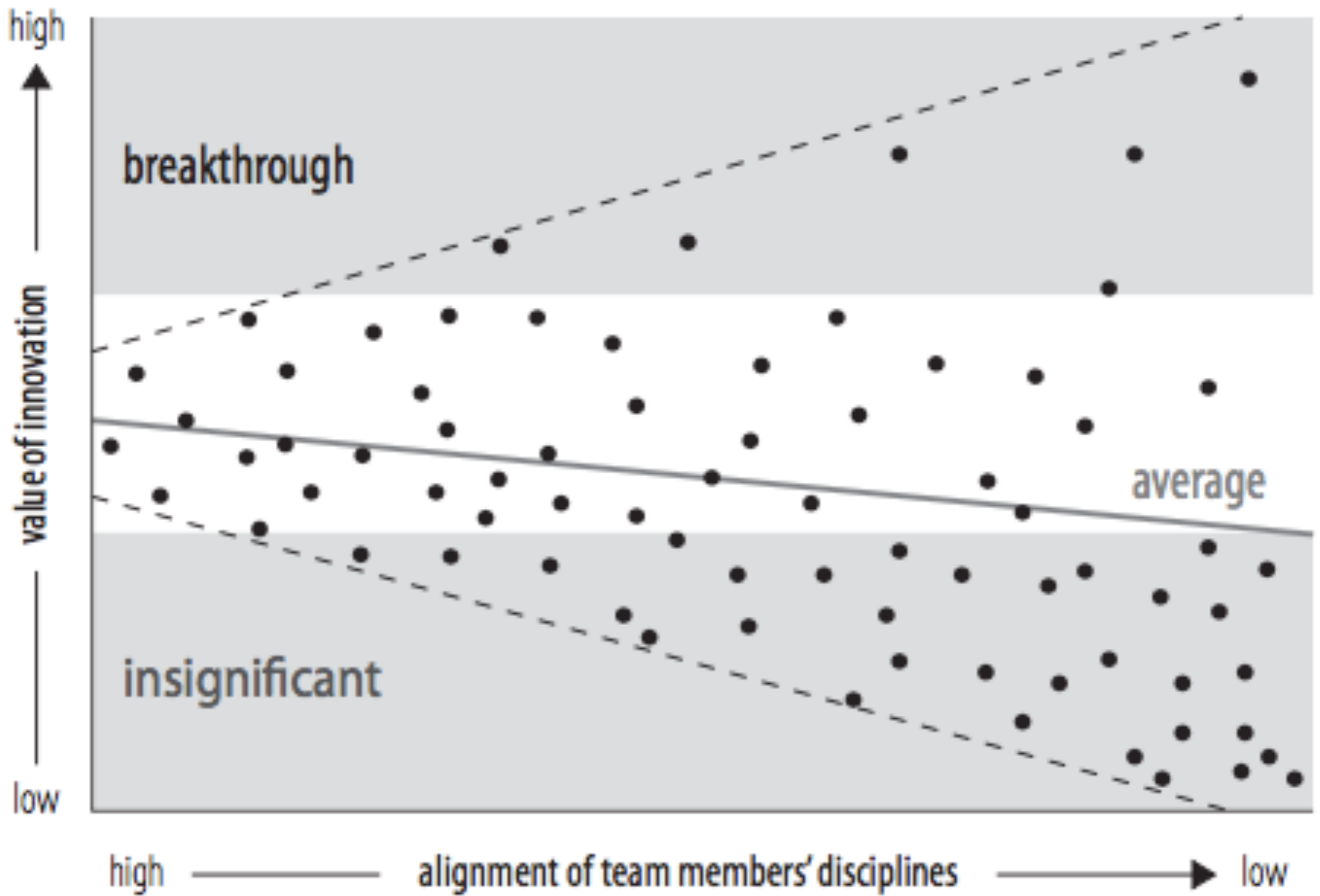
Diversity and Inclusion: Why its good for your organisation

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strategictalent
simply better

Why diversity?

- Diversity enhances creativity and the search for novel information and approaches - informational diversity
- People think more deeply and broadly when presented information by, or to, people who are different.
- Organisations who are more diverse *can* have higher levels of innovation intensity, and financial performance.



Many hands ...

- Many hands make light work
 - ▶ There are risks : Group think – challenger Disaster & Bay of Pigs; Risky shift phenomena; and Ashes conformity experiments.
- Too many cooks spoil the broth
 - ▶ More diversity, strangers, higher education less likely to contribute.
 - ▶ Higher social diversity linked to perceived discomfort, rougher interactions, increased interpersonal conflict and concern about disrespect, less trust, communication and cohesion.
 - ▶ 22% of Britons would rather go to the dentist than go to a work meeting!

How do we create environments where different perspectives focus us on the opportunities or challenges rather than potential loss of respect/social standing amongst team members? How do we value diversity differently? How do we make those that hold diverse viewpoints feel valued - and included?

Design of work

- Real Team
 - ▶ Stable, interdependent, purpose, high trust teams
- Right People
 - ▶ Systems thinking, collaboration skills, diversity of perspectives
- Compelling Purpose
 - ▶ Shared values, aspirations/vision, beyond individual interests, challenging, consequential

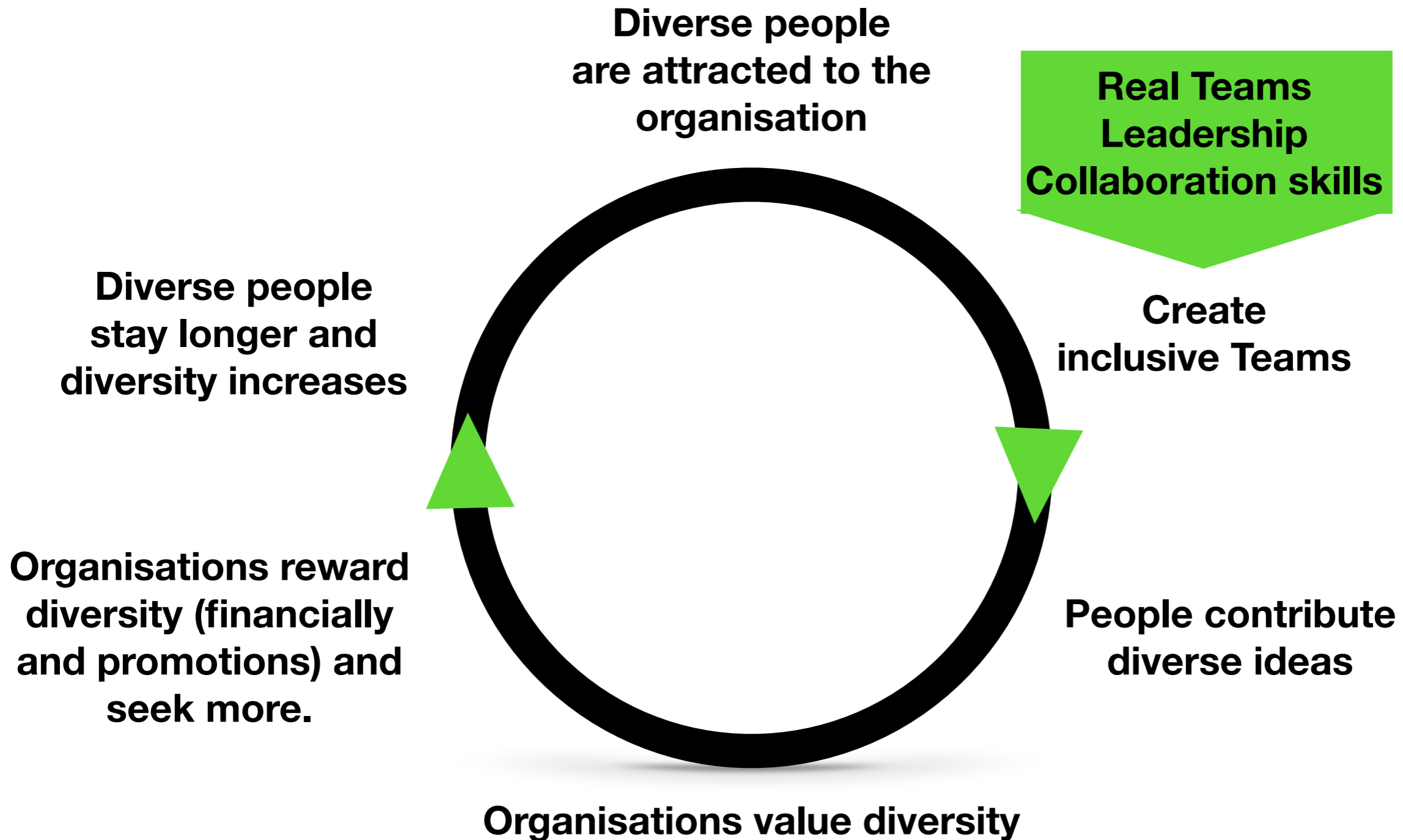
Leadership

- 60/30/10 rule. Valuable but hard!
- Focus on relationships, listening and learning more than doing/group dynamics rather than the task
- Prioritise connections, context and content as essential elements in creating a sense of purpose
- Focus on creating positive work environment

Collaboration skills

- Appreciating others strengths/differences and the value of having different perspectives (ie don't take it personally),
- Build relationships/understand each others stories
- Having purposeful conversations, be receptive and explore others perspectives, be present
- Resolving conflicts, lean into discomfort by exploring it
- Project management

Diversity's Fly Wheel



Conclusions

- Diversity can produce good outcomes for organisations - but it is hard!
- We need to create an environment for this to work, through
 - ▶ Design of work
 - ▶ Leadership
 - ▶ Building collaboration skills
- Inclusive environment will create a virtuous cycle - Jim Collins Fly wheel.

Further Reading

- Collaboration rules, HBR, July-August 2005
- Collaborative overload, HBR, Jan-Feb 2016
- Eight ways to build collaborative teams, HBR, Nov 2007
- How diversity makes us smarter, Scientific American. 2014
- The Balancing Act: Creating a Diverse Workforce. Hay NZ 2015
- The neuroscience of trust, HBR, Jan-Feb 2017
- Perfecting cross-pollination, HBR, Sept 2004
- Reinventing Performance Management, HBR April 2015
- What makes teams of leaders leadable? Hackman and Wagerman
- Why diversity programmes fail. HBR, July-August 2016
- Why organisations don't learn, HBR, Nov 2015
- What Makes a Workplace Diversity Program Successful? *Greater Good Magazine*. Lisa Leslie