

Mapping the Landscape: How Diverse Teams Get Better Results



***Organized by the SE Staff/Faculty/Student Cultural Competency Working Group
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Outline



- **Community Guidelines**
- **Inclusive Decision-Making Study**
- **Activity**
- **Discussion**
- **Potential Actions for YOU**

Community Guidelines



Speak Your Truth: Share from your own experiences

Seek to Understand: Actively listen, before responding

Respect Others' Experience: We may have different OR similar stories to share, and contexts to draw from. All are legitimate.

Disagree Without Discord: Disagreement may occur. Please:

- Approach unexpected ideas with curiosity, not argument.
- If you disagree, debate and challenge ideas. Don't attack the speaker.

Share the Air: Make room for all voices to be heard, and don't dominate the conversation.

Zoom Guidance: Please use the raise your hand feature in Zoom or put your question/comment in chat.

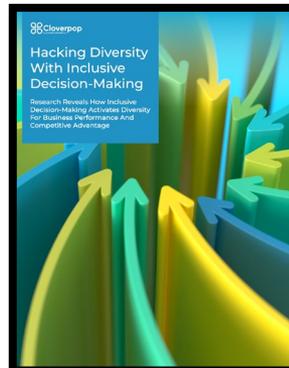
In-person Guidance: Please raise your hand.

Adapted from Brené Brown

Inclusive Decision-Making Study

This decision study was based on 566 real business decisions made by 184 business teams in a wide variety of companies from July 2015 through June 2017.

Decision results were measured 2-3 months after the fact by asking the decision maker to review the decision expectations written at the time the decision was made and compare those expectations to the actual results.



Hacking Diversity with Inclusive Decision-Making

Teams + Diversity = Better Decisions

1. Decision making drives 95% of business performance.
2. Teams make better decisions than individuals 66% of the time ($p=0.0002$).
3. Diverse teams make better decisions up to 87% of the time.
4. Diversity can increase friction 15% but inclusion boosts results 60%.
5. Gender diverse teams make better business decisions 25% of the time.
6. Including age and geographic diversity increases that advantage to 50%.

Teams + Diversity = Better Decisions



“While it is hard to change how our brains are wired, it’s possible to change the context of decisions by architecting decision-making teams for more diverse perspectives” – **Francesca Gino, Harvard Business School**

- **To make this work, each person should be comfortable actively weighing in on decisions, and able to do it easily**
- **Time zones, power dynamics, cultural challenges, and personality differences can all get in the way**
- **Should cultivate an atmosphere where people of different mindsets can engage one another authentically and respectfully**
- **Disparate and novel perspectives are not only tolerated but welcomed**
- **Prepare YOURSELF to be successful in a diverse team environment with these competencies:**
 - *Vulnerability* – the recognition of flawed humanity
 - *Empathy* – compassionate engagement with the other's humanity
 - *Holistic understanding* – aware of this complex context
 - *Unconventional leadership* – help build up this environment

Activity Overview



1. You will be assigned to a breakout group (in-person) or room (online)
2. Once your group/room is together, please first go around and introduce yourself
3. Then, your group/room will be provided a link to open a Maps_Set_#.pdf
4. Please go through as a group and discuss what is in each layer and how you think they are related
5. After about 15 minutes, we will wrap-up group/room discussions and come back together as a group
6. Each group will have the opportunity to report out what was discussed

Link to the maps:

https://colostate-my.sharepoint.com/:f/g/personal/drherber_colostate_edu/Ek4dGgNuOI5JnMqGkf6JLqQBcEkYL/M8jloAWz_AZPok2qA?e=I9lqj7

Activity Discussion Questions



[Q1] What did you experience when you saw the other layers this map included?

[Q2] Did it add meaning to the layers your group first saw and discussed?

[Q3] What type of information might be useful to have to further develop the map you have?

[Q4] Were there any layers that were not helpful in developing the map? Why?

[Q5] What is the most interesting conclusion you developed from your map?

General Discussion Questions



[Q1] What are examples you have seen where a team has benefitted from diversity of perspectives or experiences?

[Q2] What types of diversity are important for the teams on which you work? (i.e., professional experience, strengths, educational background, social identities, etc.)

[Q3] Have you observed any specific positive steps to create a more inclusive environment that you would like to share?

[Q4] What are some concerns you have observed or thought about working with a more diverse population or community?

[Q5] How do you think institutions or companies can improve the diversity and success of teams in the future?

[Q6] If an organization's leadership team is not diverse, how can more opinions and ideas be engaged?

Potential Actions for YOU



- **Join the SE Department *DEI Student Sub-Committee!***
 - Contact Dr. Erika (Miller) Gallegos (erika.miller@colostate.edu) to join
- **Visit the SE Department *Diversity, Equity, and Inclusion: Actions & Resources* web page**
 - <https://www.engr.colostate.edu/se/diversity-equity-and-inclusion/>
 - Lots of events, resources, talks, workshops, etc. are regularly posted there
 - Share resources with us in the form at the bottom of the webpage

- **Hacking Diversity with Inclusive Decision-Making**
 - <https://www.cloverpop.com/hacking-diversity-with-inclusive-decision-making-white-paper>
- **Your Decision Making Methods Can Improve DEI and Drive Culture Change**
 - <https://www.aug.co/insights/decision-making-can-improve-dei>
- **Embracing the Complexity of DEI**
 - <https://www.aacsb.edu/insights/articles/2021/12/embracing-the-complexity-of-dei>
- **A Typology of Intergroup Competencies**
 - <https://journals.sagepub.com/doi/epdf/10.1177/0021886305277974>
- **DEI Competency Areas**
 - <https://dei.extension.org/dei-competency-areas/>



**Mapping the Landscape:
How Diverse Teams Get
Better Results**

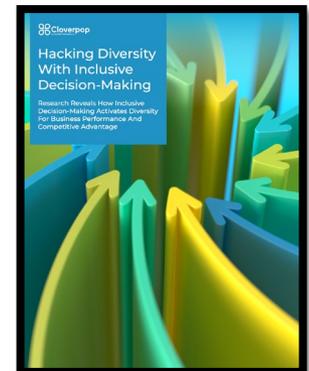
Thanks!

Table of Key Results

Team Composition	% Better Decisions	N	p-value
All-Male	58%	95	0.07
Overall	66%	566	-
20+ Year Age Range	72%	127	0.13
2+ Office Locations	72%	240	0.04
Gender Diverse*	73%	217	0.05
Geographically Diverse**	75%	117	0.04
Gender Diverse, 2+ Locations	79%	173	0.0005
Gender Diverse, 20+ Yr Age Range	80%	94	0.005
Gender, Geographically Diverse	87%	69	0.0002

* Gender was self-reported and not available for all decision participants. To be marked as “gender diverse” a team had to include at least one male and one female.

** Geographic diversity was measured using geographic location. To be marked as “geographically diverse” a team had to include members from at least 2 different continents.



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