



1



2



joe gerstandt

the value of difference

402.740.7081

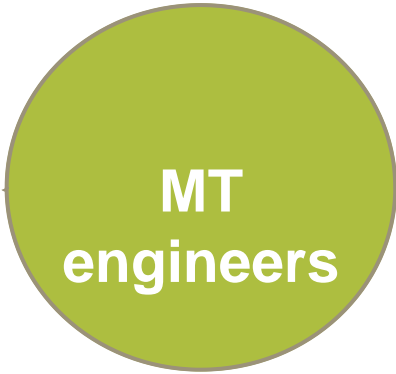




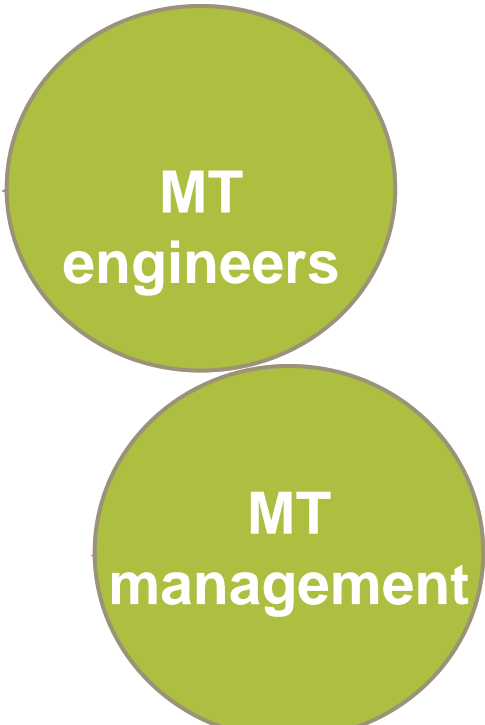
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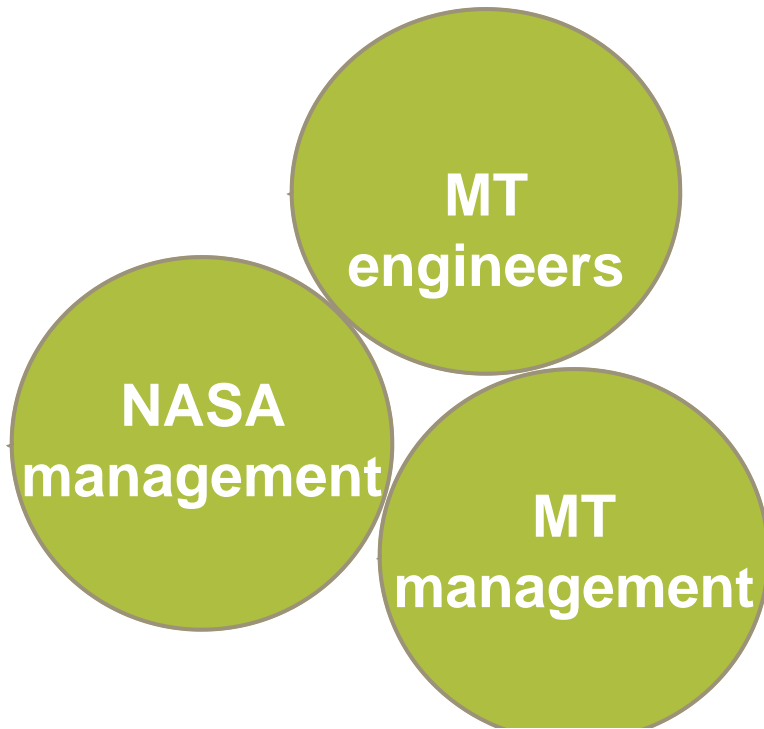
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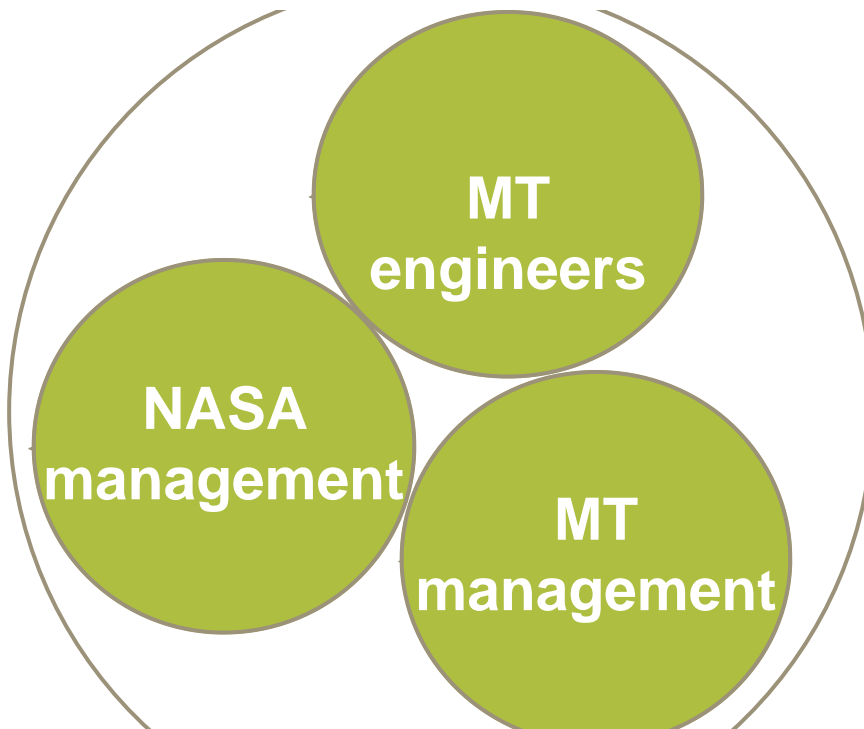
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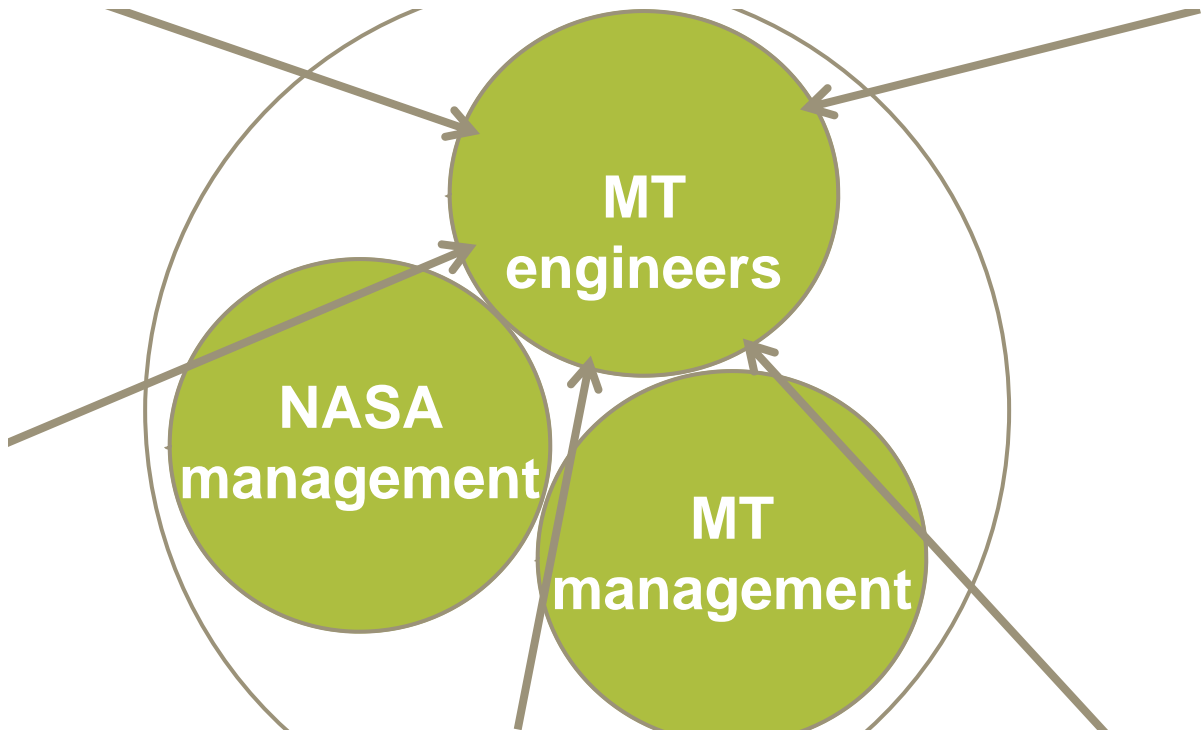
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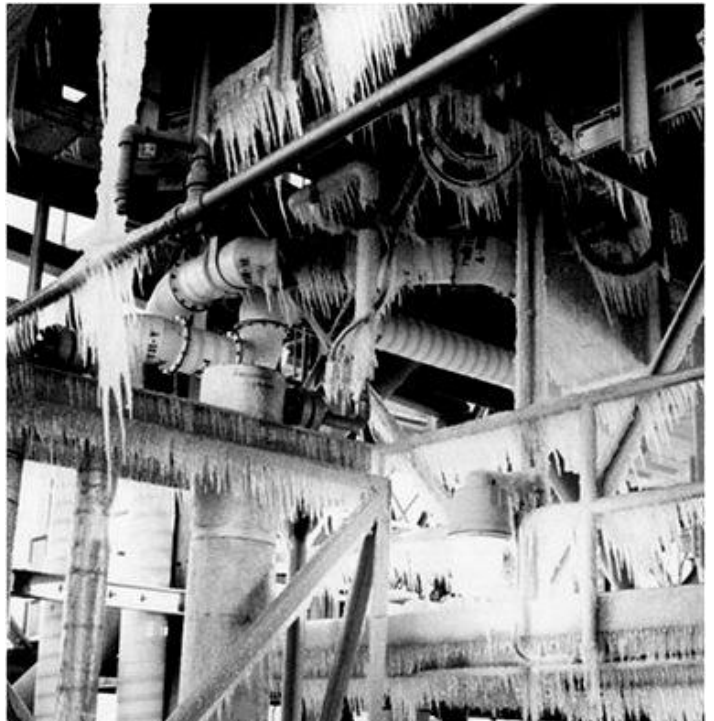


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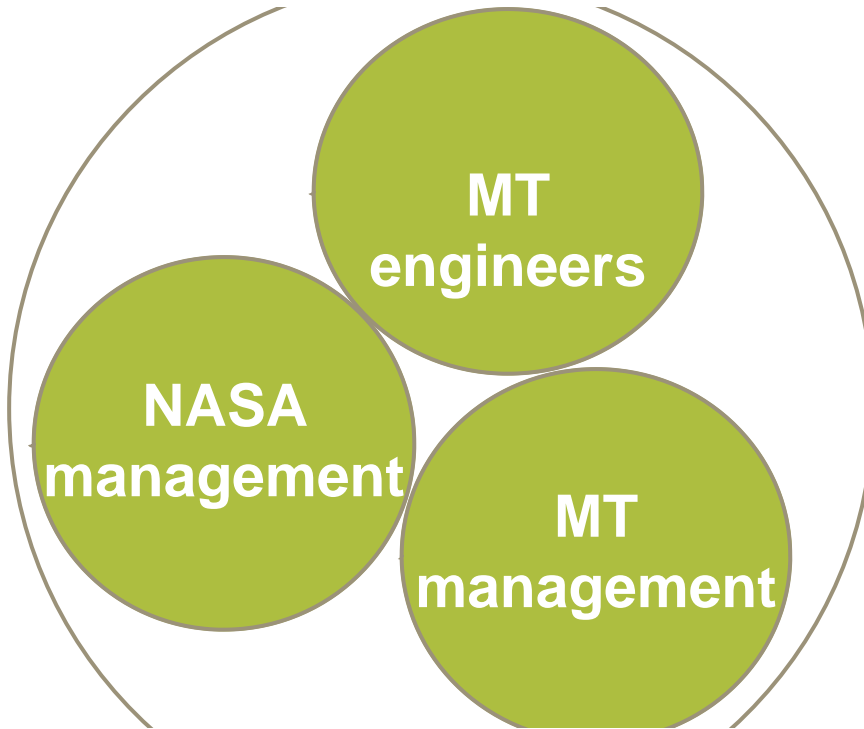


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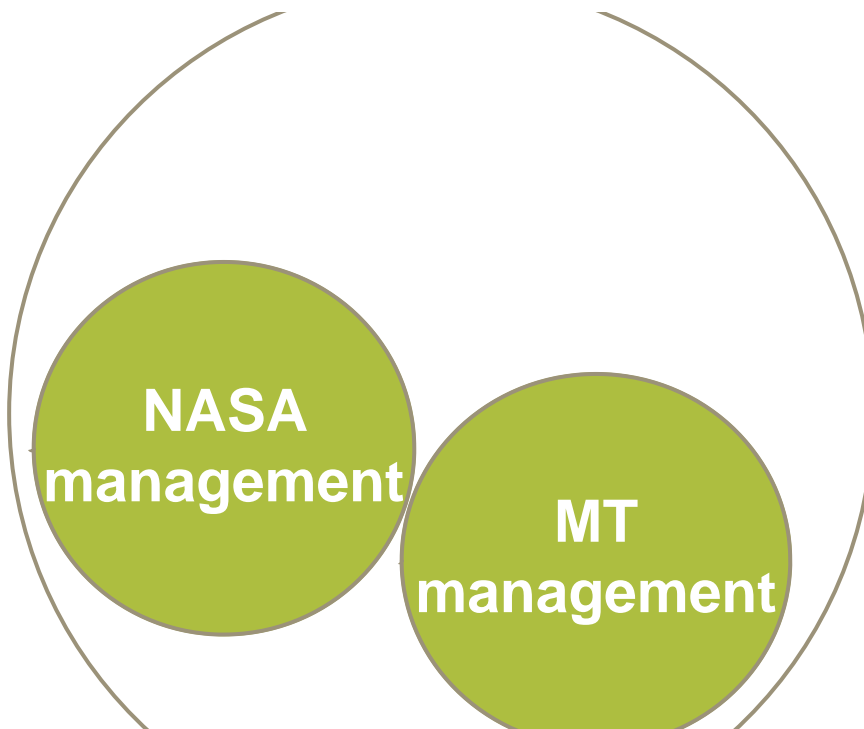
**Tuesday
morning
January 28th
1986**



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12

Group intelligence is not strongly tied to either the average intelligence of the members or the team's smartest member.

Thomas Malone, MIT Center for Collective Intelligence

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groupthink:

mode of thinking that happens when the desire for harmony in a decision-making group overrides a realistic appraisal of alternatives. Group members try to minimize conflict and reach a consensus decision without critical evaluation of alternative ideas or viewpoints.

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Consider your team:

- Are we intentional about **how** we make decisions?
- Is it safe to be unpopular?
- Is there evidence that it is safe to tell the truth?
- Do we disagree enough/well?
- Are there things we do not discuss?

And how would your team answer these questions?

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We simply decide without thinking much about the decision process.

Jim Nightingale

17

Group vs. Individual Decision Making

| | groups | individuals |
|----------------------|--------|-------------|
| accuracy | | |
| speed | | |
| creativity | | |
| degree of acceptance | | |
| efficiency | | |

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Group vs. Individual Decision Making

| | groups | individuals |
|----------------------|--------|-------------|
| accuracy | X | |
| speed | | X |
| creativity | X | |
| degree of acceptance | X | |
| efficiency | | X |

19

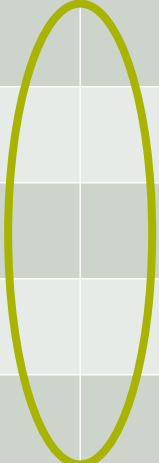
Groups often fail to outperform individuals because they prematurely move to consensus, with dissenting opinions being suppressed or dismissed.

Hackman & Morris; Advances in Experimental Social Psychology

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Group vs. Individual Decision Making

| | groups | individuals |
|----------------------|--------|-------------|
| accuracy | X | |
| speed | | X |
| creativity | X | |
| degree of acceptance | X | |
| efficiency | | X |



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Groups often fail to outperform individuals because they prematurely move to consensus, with dissenting opinions being suppressed or dismissed.

Hackman & Morris; Advances in Experimental Social Psychology

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Fear of Being Different Stifles Talent

Harvard Business Review
Kenji Yoshino, Christie Smith

23

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Would the number be higher or lower in your organization?

25

Groups of diverse problem solvers can outperform groups of high-ability problem solvers

Lu Hong^{†‡§} and Scott E. Page[¶]

[†]Michigan Business School and [‡]Complex Systems, University of Michigan, Ann Arbor, MI 48109-1234; and [§]Department of Finance, Loyola University, Chicago, IL 60611

Edited by William J. Baumol, New York University, New York, NY, and approved September 17, 2004 (received for review May 25, 2004)

We introduce a general framework for modeling functionally diverse problem-solving agents. In this framework, problem-solving agents possess representations of problems and algorithms that they use to locate solutions. We use this framework to establish a result relevant to group composition. We find that when selecting a problem-solving team from a diverse population of intelligent agents, a team of randomly selected agents outperforms a team composed of the best performing agents. This result relies on the

equal ability, functionally diverse groups outperform homogeneous groups. It has also been shown that functionally diverse groups tend to outperform the best individual agents, provided that agents in the group are nearly as good (1). These results still leave open an important question: Can a functionally diverse group whose members have less ability outperform a group of people with high ability who may themselves be diverse? The

26

please add these numbers...

27

please add these numbers...

$$1 + 2 + 3 + 4 + 5 + 6 + 7 + 8 + 9 + 10 =$$

28

please add these numbers...

$$1 + 2 + 3 + 4 + 5 + 6 + 7 + 8 + 9 + 10 =$$

55

29

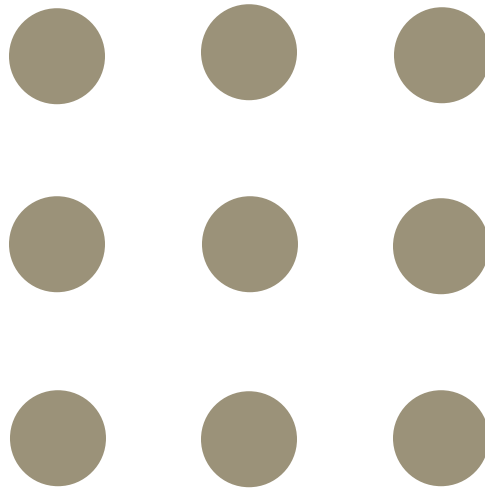
please add these numbers...

$$1 + 2 + 3 + 4 + 5 + 6 + 7 + 8 + 9 + 10 =$$

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...but how did you do it?

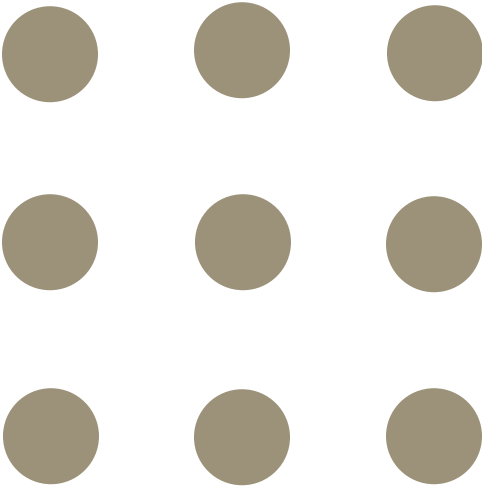
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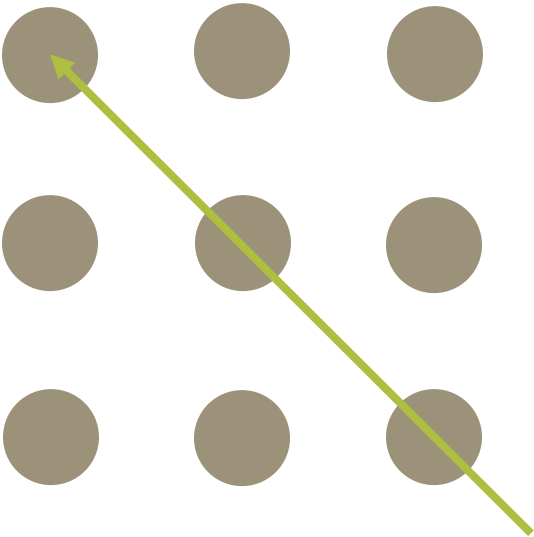
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Without lifting your pencil from the paper, draw exactly four straight, connected lines that will go through all nine dots, but through each dot only once.

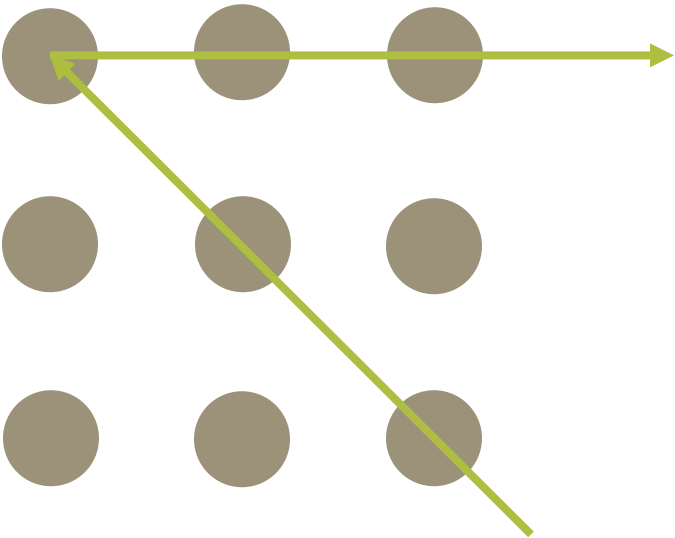
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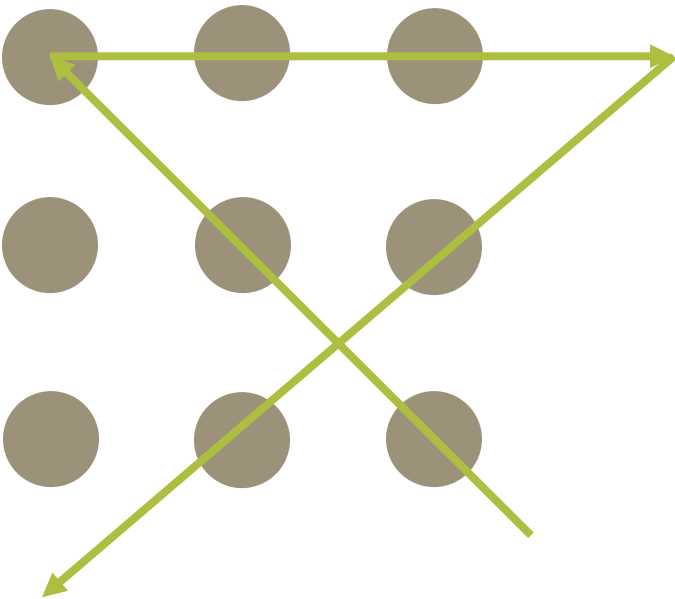
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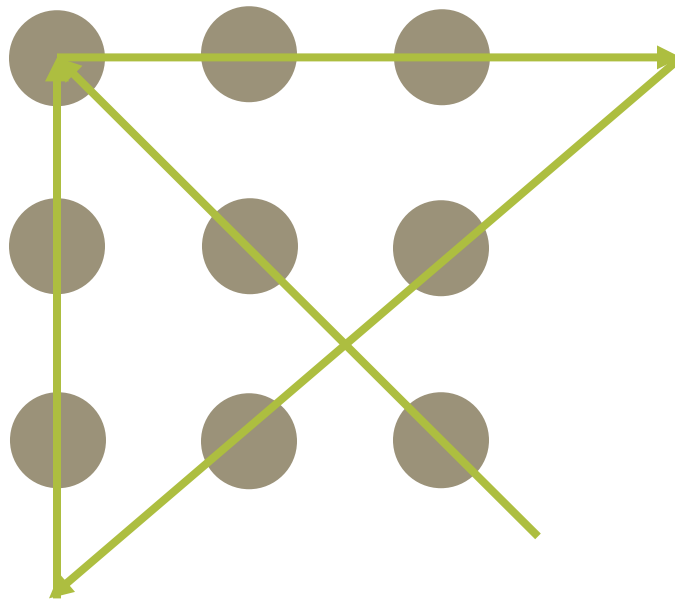
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These theorems that when solving problems, diversity can trump ability and that when making predictions diversity matters just as much as ability are not political statements. **They are mathematical truths.**

-Scott Page

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↑diversity =
↑variance in performance
groups with **more** diversity
perform better or worse than
groups with **less** diversity

reference:

Adler, N.J. *International Dimensions of Organizational Behavior*. 4th ed. Cincinnati, OH: South-Western, 2002.
c. Milton J. Bennett, 2008

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The Two Traits of the Best Problem-Solving Teams

Harvard Business Review

Alison Reynolds & David Lewis

<https://hbr.org/2018/04/the-two-traits-of-the-best-problem-solving-teams>

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| | LOW Psychological Safety | HIGH Psychological Safety |
|--------------------------------|---|--|
| HIGH Cognitive Diversity | OPPOSITIONAL cautious controlling flexible hierarchical reasoned resistant | GENERATIVE curious encouraging experimental forceful inquiring nurturing |
| LOW Cognitive Diversity | DEFENSIVE cautious conforming controlling directive hierarchical resistant | UNIFORM appreciative considered controlling competitive flexible hierarchical |

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| | LOW Psychological Safety | HIGH Psychological Safety |
|--------------------------------|---|--|
| HIGH Cognitive Diversity | OPPOSITIONAL cautious controlling flexible hierarchical reasoned resistant | GENERATIVE curious encouraging experimental forceful inquiring nurturing |
| LOW Cognitive Diversity | DEFENSIVE cautious conforming controlling directive hierarchical resistant | UNIFORM appreciative considered controlling competitive flexible hierarchical |

44

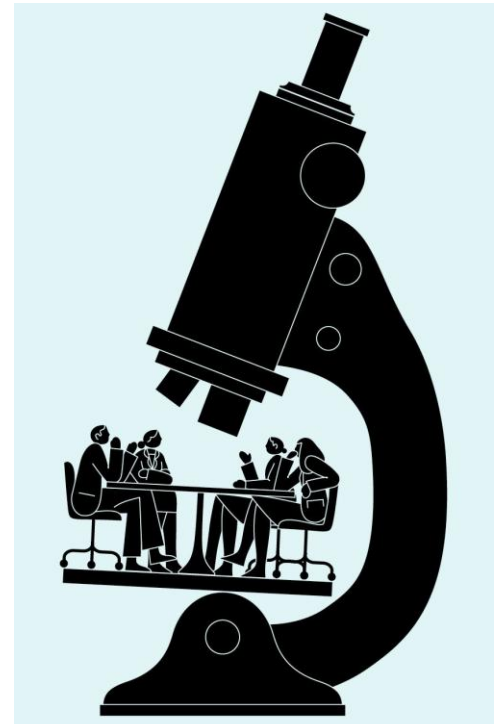
What Google Learned From Its Quest to Build the Perfect Team

Project Aristotle

180+ teams

250+ attributes

200+ interviews

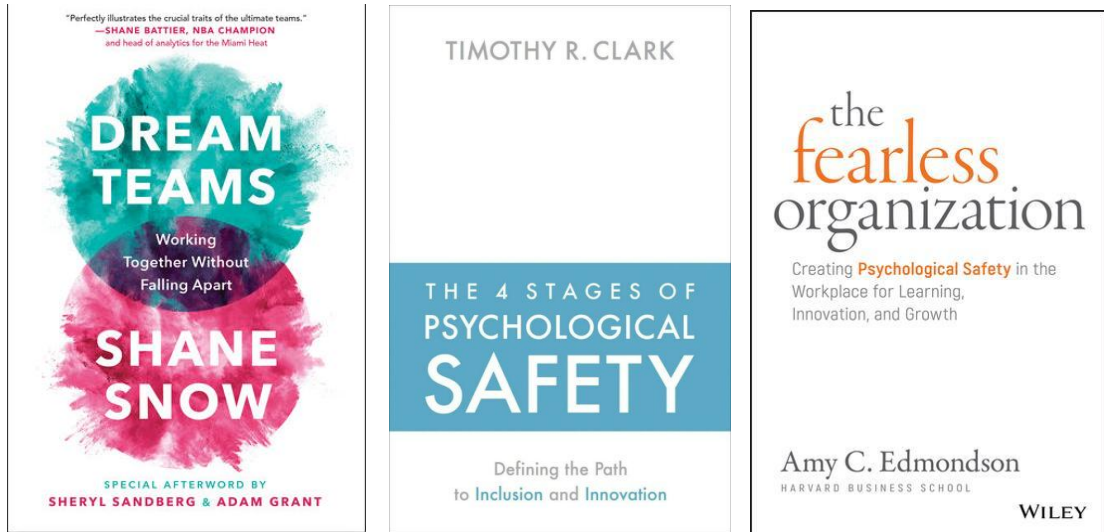


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“...team members feel safe taking risks and being vulnerable in front of each other.”

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Psychological Safety:

[What Google Learned From Its Quest to Build The Perfect Team \(NYT\)](#)

[High-Performing Teams Need Psychological Safety. Here's How to Create It \(HBR\)](#)

[The Two Traits of the Best Problem-Solving Teams \(HBR\)](#)

[How to Create a Culture of Psychological Safety \(Gallup\)](#)

[What psychological safety is not \(Quartz at Work\)](#)

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psychological
safety:
Sense that
people will not
be
embarrassed
or punished
for speaking
up.

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These things
create
psychological
safety:

Role Clarity*

Peer Support*

Interdependence

Learning
Orientation

Positive Leader
Relations

psychological
safety:
Sense that
people will not
be
embarrassed
or punished
for speaking
up.

50



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Common Examples of Psychosocial Hazards:

Factors that contribute to people feeling unsafe or unwilling to speak up...



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Team Genius

Mind the Mix:

- Team Diversity Matters

Sharpen the Saw:

- Make This an Ongoing Conversation

Clarity

- Clarity, Clarity, Clarity!

Relationship Building

- Put it on the Calendar

- What are we doing?
- Why are we doing it?
- How are we going to do it?
- How am I expected to contribute?
- What should I do if I have questions?

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Signs & Signals: what does Psychological Safety look like?

| Truth Telling | Healthy Conflict | Camaraderie & Curiosity | Shared Airtime & Influence |
|--|---|--|--|
| People speak up, tell the truth—they challenge you, disagree with you, give you honest feedback, and speak candidly when they have an alternative point of view—without fear of negative consequences. | People, brainstorm, disagree, consider different points of view, and recognize this as part of the process of decision-making, innovation and problem-solving, rather than personal or dysfunctional. | Conversations flow easily & there is a degree of comfort and levity. People show personal interest in each other (not simply transactionally) & respects diverse viewpoints. | People have opportunities to participate in decision making and influence related to their role and responsibilities. Quality communication happens during meetings. |
| Do you prove that it is safe to tell the truth? When, where and how do you reward truth-telling? | Do you disagree enough? Do you disagree well? Do you have clear explicit agreements in place for how to disagree well? | Do you prioritize and make time for relationship building, building trust? | Are there norms and practices in place to draw out quieter voices & ensure everyone is heard, that certain voices do not dominate at the expense of others? |

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Emergent Strategy: Shaping Change, Changing Worlds | adrienne maree brown

The Fearless Organization | Amy Edmondson

Quiet | Susan Cain

Thinking in Systems | Donella Meadows

Building for Everyone | Annie Jean-Baptiste

DEI Deconstructed | Lilly Zheng

The Design of Business: Why Design Thinking is the Next Competitive Advantage | Roger L. Martin

Leadership and Self-Deception: Getting Out of the Box | The Arbinger Institute

Four Stages of Psychological Safety: Defining the Path to Inclusion and Innovation | Timothy Clark

The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies | Scott Page

Thinking Fast and Slow | Daniel Kahneman

The Diversity Bonus | Scott Page

The Wisdom of Crowds | James Surowiecki

A Whole New Mind | Daniel Pink

The Medici Effect | Frans Johansson

The Geography of Thought | Richard Nisbett

Facilitators Guide to Participatory Decision-Making | Sam Kaner

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joe gerstandt

the value of difference

Thank you!

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Focus on Relationships. (time)

Actively solicit input & questions. Provide multiple avenues for input.

Be transparent in decision-making.

Reward disagreement done well.

Candid check-ins.

Clear Expectations.

- What, Why, How
- Decision-Making (divergent → convergent)
- Disagreement
- Agreements / Ground Rules.

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weekly 90 minute team meeting:

15 minute opening reflection

30-45 minutes updates on action items

30-45 minutes decision – making

15-30 minutes (new items)

15 minutes - closing circle (review agreements, reward)

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I am committed to showing up on time, prepared to participate fully. (1:1)

I am committed to being physically, mentally, and emotionally present in order to make my unique contribution to our work.

I will strive to communicate assertively, exhibiting both courage and compassion.

**I am committed to helping the team stay on point.
(jailbreak, parking lot)**

I am committed to championing the decisions of this team as if they were my own.

No interruptions.