How Diversity Makes Us Smarter

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A Taxonomy of Transitions

Racial/ethnic self-identification in Chicago in the year 2000

- White
- Black
- Asian
- Hispanic
- Other

The block-in-a-box shows Chicago's racial community areas. Each dot represents twenty-five people, and Hispanic is exclusive of other categories.

Block level data from the U.S. Census.

Scale 1:20,000

Bill Rankin, 2009
Diversity Matters in Organizations

- Female representation in top management of S&P 1500 firms → $42 mil more in firm value, especially for innovative firms (Deszo & Ross, 2012)

- Increases in racial diversity positive for ROE of innovation-focused banks (Richard, 2003)

- Globally found one or more women on the board delivers higher average ROE, better average growth (Credit Suisse, 2012)
Longitudinal Studies of Colleges and Universities

• National longitudinal study across 184 colleges and universities (Gurin et al., 2004)
  – Consistently positive relationship between diversity experiences and intellectual engagement and academic skills
  – Applied similarly to black, white, Hispanic, and Asian American students

• Longitudinal study of 23 colleges and universities (Pascarella et al., 2001)
  – Engagement with diversity – across political, religious, and national backgrounds - predicted critical thinking on the Collegiate Assessment of Academic Proficiency
  – Patterns held after adjusting for pre-college measures of academic ability, although some differences in results
THE SCIENCES

How Diversity Makes Us Smarter

Being around people who are different from us makes us more creative, more diligent and harder-working

By Katherine W. Phillips on October 1, 2014  6
Series of Laboratory Experiments

• Key Features:
  – Informational or opinion diversity
  – Social category diversity
  – Individual decision or opinion
  – Group discussion occurs
  – Measures of individual and group perceptions, behaviors, and performance are captured

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Diversity Matters

% Groups Accurate

Perceived Effectiveness

Confidence in Decision

Controls for individual performance & how well group members know one another
The Real Value of Diversity #1

Value is not simply because the people who are different are bringing different information

Everyone changes their behavior when in the presence of diversity
Diversity Affects Cognitive Processing

● Whites share more case information, make fewer mistakes, cite more missing evidence in diverse than homogeneous juries (Sommers, 2006)

● Mere presence affects integrative complexity (Antonio et al., 2004)
  – Whites higher integrative complexity when minority opinion from black student rather than a fellow white student

● Diversity affects processing even prior to interaction (Loyd et al., 2013)
Pre-Meeting Elaboration

<table>
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<th>Homogeneity</th>
<th>Diversity</th>
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<tr>
<td>1.83</td>
<td>2.65</td>
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<td>3.48</td>
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Dyadic Performance

<table>
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<tbody>
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<td>60%</td>
</tr>
<tr>
<td>80%</td>
<td>100%</td>
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Loyd et al. (2013) ©Katherine W. Phillips, 2017 Do not circulate
The Real Value of Diversity #2

Social category diversity

- Legitimates/promotes expression of different perspectives
- Enhances pre-meeting preparation, information sharing, integrative complexity, perspective taking, creativity, effort

People work harder!

...but people are cognitive misers, they don't want to work so hard

...and they may not feel satisfied during process
Finding Connections Across Boundaries

Which do you think would be better?

Similarities/Things in Common

vs

Differences/Things that make us Unique

People often assume sharing similarities will help more than sharing differences but our research is suggesting the opposite.
The End of One Journey is the Beginning of Another