

How Diversity Makes Us Smarter

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Our Journey Together



Chicago, IL

A TAXONOMY OF TRANSITIONS

racial / ethnic
self-identification
in chicago
in the year 2000

white ■
black ■
asian ■
hispanic ■
other ■

the block - neighborhood
chicago's official
community areas...

each dot represents
twenty-five people
here, hispanic is
exclusive of other
categories...

block-level data
from the U.S. census.
scale 1:200,000

Morgan Park/Beverly



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

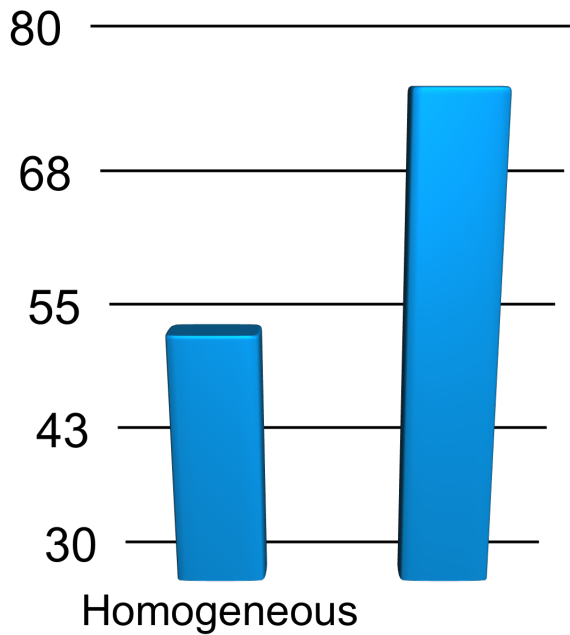


- **Key Features:**

- **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**

Chart Title

% Groups Accurate



Perceived Effectiveness

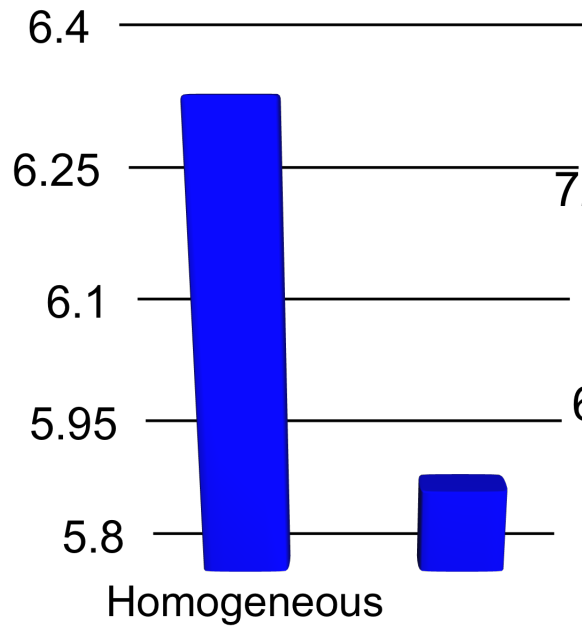
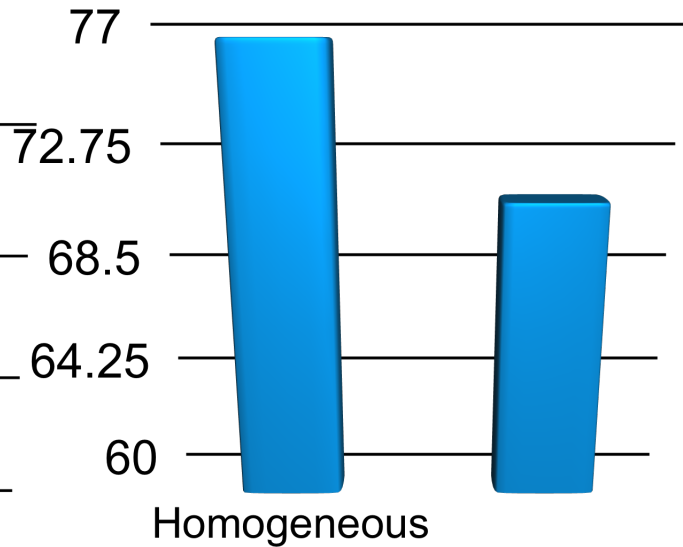


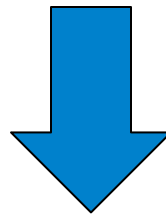
Chart Title
Confidence in Decision



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**



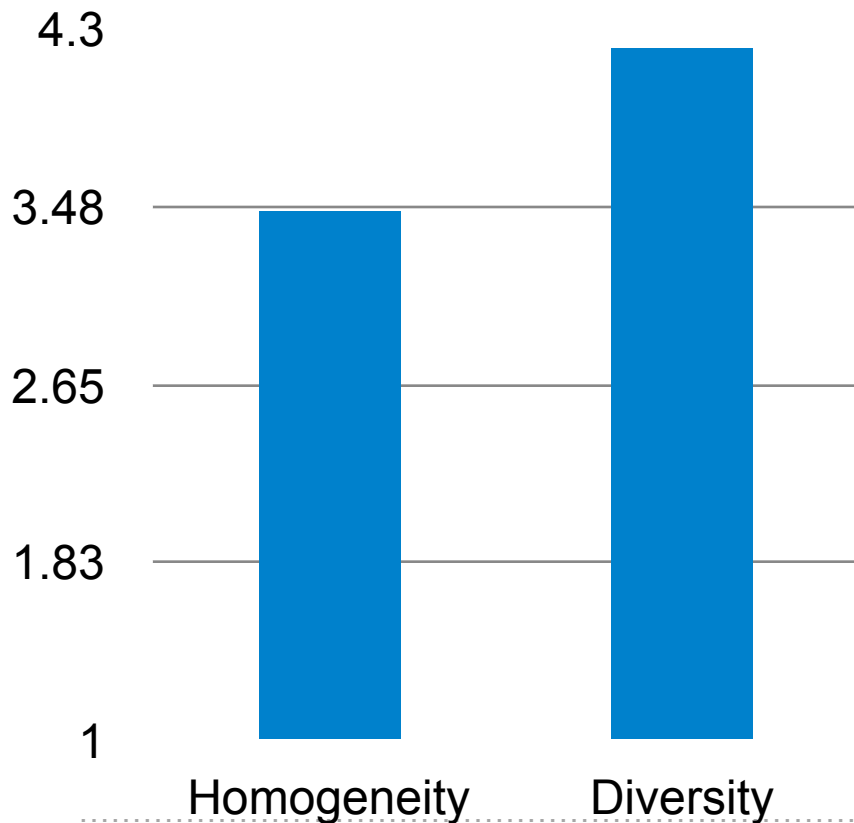
***Everyone changes their behavior
when in the presence of diversity***

Diversity Affects Cognitive Processing

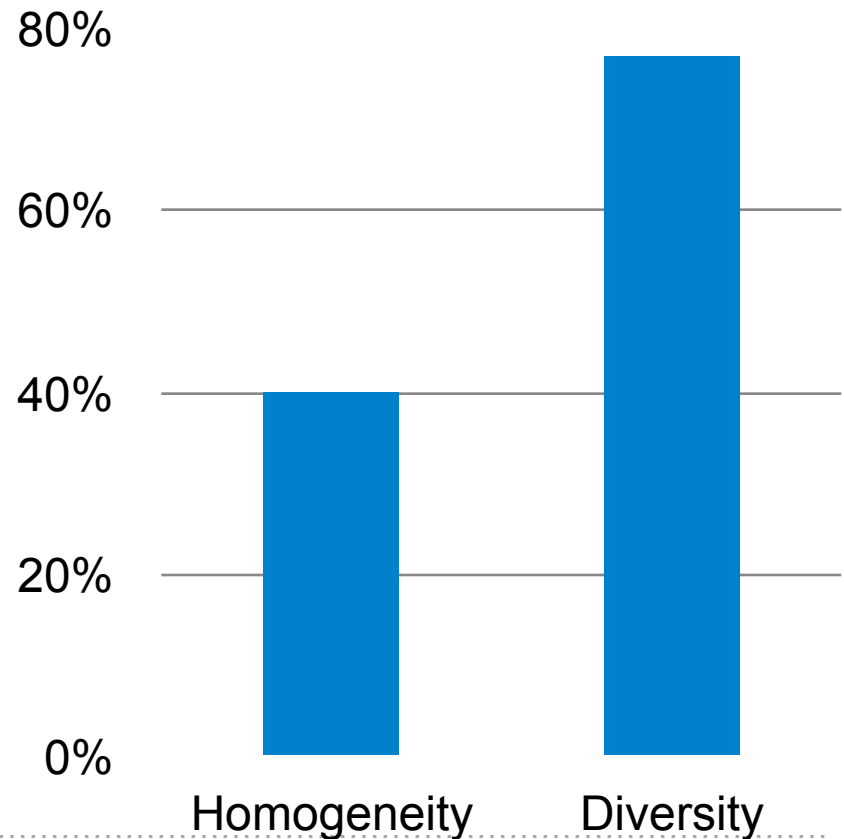
- Whites share more case information, make fewer mistakes, cite more missing evidence in diverse than homogeneous juries (Sommers, 2006)
- Mere presence affects integrative complexity (Antonio et al., 2004)
 - Whites higher integrative complexity when minority opinion from black student rather than a fellow white student
- Diversity affects processing even prior to interaction (Loyd et al., 2013)

Pre-Meeting Elaboration

Pre-Meeting Elaboration



Dyadic Performance



The Real Value of Diversity #2



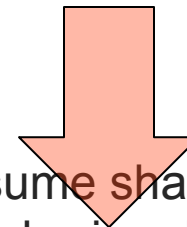
Finding Connections Across Boundaries

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

