

How Boards & Senior Teams Can Leverage Their Diversity of Thought

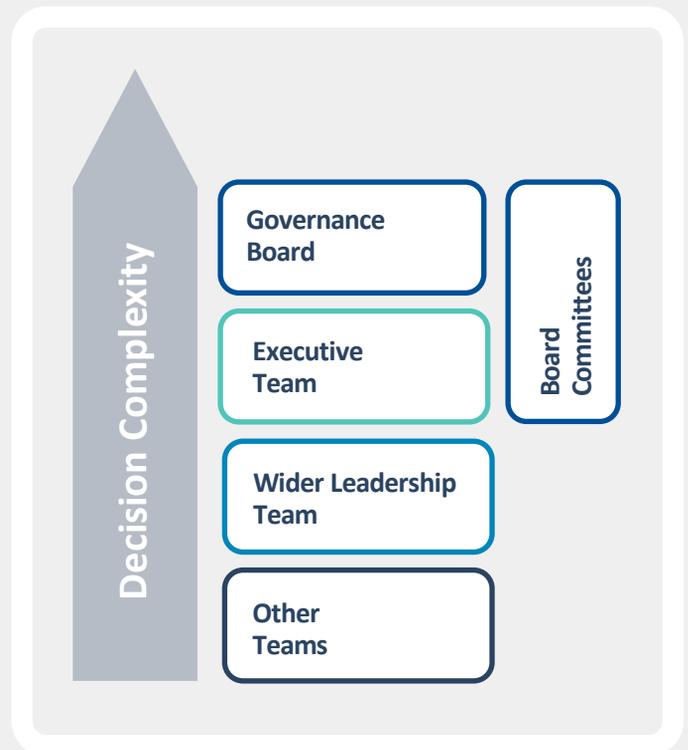
You Are Likely Facing Complex Decisions.

Boards and senior teams regularly face decisions that involve complexity:

- You cannot predict the outcome in advance
- There is no 'right' answer
- The unknowns are not known
- Constraints around options are not rigid

Traditionally complex challenges have included predicting changes in markets, selecting a new CEO, or deciding where to allocate resources to respond to contrasting stakeholder preferences.

Current examples of facing complexity might be your decision-making around Climate Change, Social Movements such as Black Lives Matter, or formulating your organisational strategy in the context of the COVID-19 pandemic.

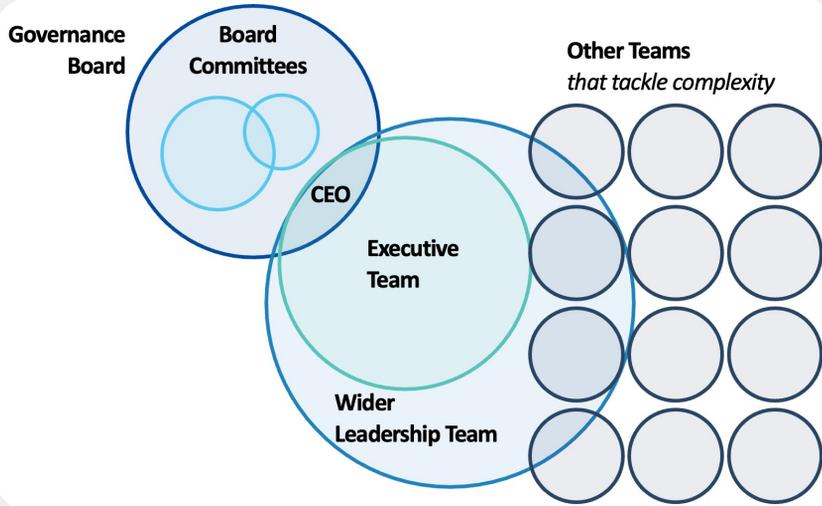


Boards and senior teams with higher levels of diversity of thought are best placed to tackle complexity



The DOT Scorecard® is a psychometric tool for evaluating group diversity of thought. It has been developed from first principles by a multidisciplinary project team since 2017. It is used by a boards, executive teams and other decision-making groups to evaluate current group composition, inform recruitment decisions and support a culture where diverse thinking is realised. It is available globally for commercial use by English-speakers.

Understanding Diversity of Thought Across Your Decision-making Groups.



When diverse thinking has been quantified, groups that are addressing complexity can ensure that they have sufficient diversity of thought to meet the challenges and opportunities they are facing.

Successful implementation of diversity of thought also requires:

- Understanding where it adds value
- Implementing processes to support it

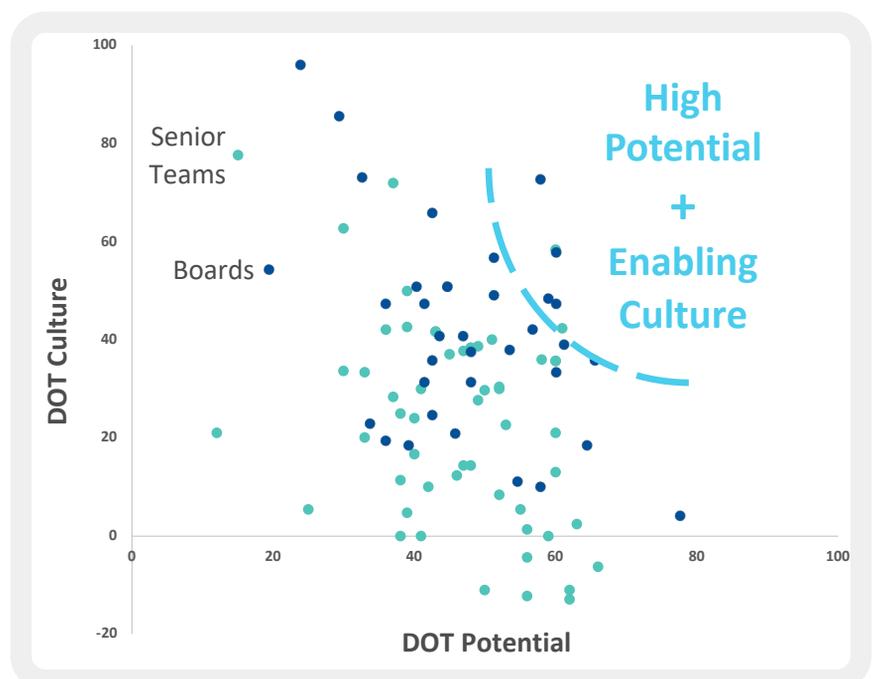
Boards and senior teams need the right culture and practices to actually realise their diversity of thought



The DOT Scorecard® measures a group's potential for diverse thinking based on a combination of experiences, perspectives and thought preferences. Culture is monitored based on inclusion in decision-making, psychological safety and independence.

Across boards and senior teams there is a wide range of overall performance.

Diversity of Thought Potential & Culture Varies Across Boards & Senior Teams.



Enabling Diverse Thinking Throughout Your Board and Senior Teams.

Build an inclusive culture.

- Use your induction process to set expectations around participation and conduct
- Discuss in advance how different types of decisions will be approached
- Do not assume silence means agreement
- Encourage contributions from any *outliers* who might present a different view or challenge your thinking
- If your group agrees too readily on an important complex matter, take time to challenge your assumptions.

Foster psychological safety to ensure everyone can make an authentic contribution.

- Build trust and respect outside of meetings
- Have a shared set of values and a clear vision to support constructive discussion
- Proactively prevent anyone from dominating your meeting discussions
- Encourage curiosity instead of allowing defensiveness
- Frame decision-making as a team sport, not a win (or loss) for the individuals whose ideas are supported (or discarded)

Seek independent thought and expression.

- Group members should strive to develop an independent view and share it
- Those leading meetings such as Chairs and CEOs should be especially careful not to unduly influence other group members' independent thinking
- When you are facing an important complex decision, use a disclosure technique (e.g. a poll, or providing a written response) that allows each group member to share their view before they are exposed to the views of others

Changes to group membership over time is usually required to impact diverse thinking potential, whereas boards and senior teams can make positive changes to their culture and practices immediately



Find Out More.



dotscorecard.com



Diversity of thought Insights – DOT Scorecard®