

Select 2020

The value of diverse perspectives in creating innovative solutions

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Agenda

- Diversity and innovative thinking
- Why use Design Thinking?
- The principles of Design Thinking
- Mini-ideation exercise
- Reflections

Why is diversity important in innovative thinking?

- Firms with gender diverse leadership teams are **21%** more likely to **outperform peers** on **profitability**.
 - This rises to **33%** when an **ethnic/cultural diversity** lens is applied (McKinsey)
- Research of 100 teams' performance in a strategic task showed that **cognitive diversity**, was what distinguished high-performing teams (HBR)
- Inclusive leaders are **17%** more likely to report **high performing teams** and **20%** more likely to have teams that make **high-quality decisions** (HBR)

**“Where all think alike,
no one thinks very
much.”**

*Walter Lippmann
Pulitzer Prize Winner*

The impact of homogenous thinking



Common bias traps



- **Group Think** –applying less critical evaluation to ideas to support team harmony



- **Halo effect** - deferring to individual's perceived status or experience



- **Affinity Bias** - putting more credibility on ideas from people more like us



- **Anchoring** – applying greater weight to the first idea/solution

Traditional Brainstorming

Design Thinking

Benefits

- Encourages participation
- Competition amongst colleagues influences creativity

- Encourages equal participation
- Creates an opportunity for everyone in the group to contribute
- Not jumping to solutions means the idea generation stage is kept open longer
- Equal platform for all contributors

Potential Challenges

- Impact of unconscious bias and common bias traps
- How to engage reflective thinkers and introverts
- Early need for justification means ruling out potentially viable ideas

- Developing an atmosphere where everyone feels able to contribute their thoughts and ideas – psychological safety
- Managing the process in a way that all people can genuinely contribute their ideas and thinking – the skill of facilitation
- How to prevent highly extrovert thinkers from ‘jumping in’

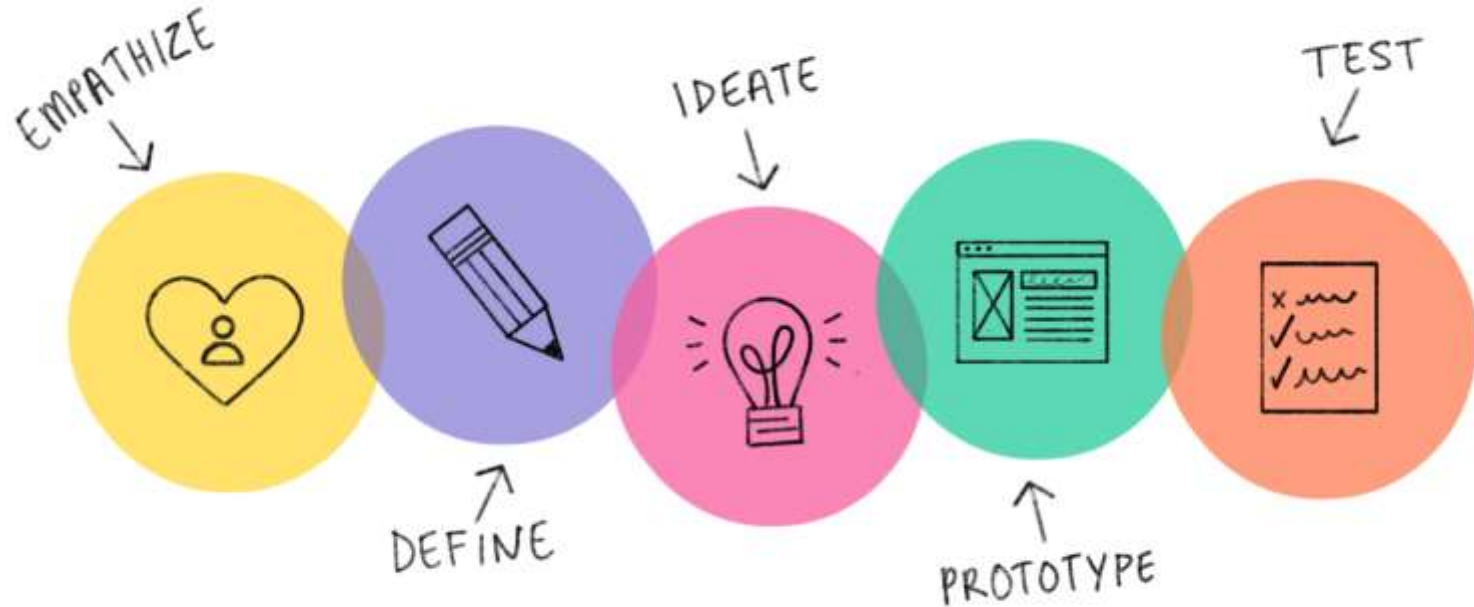
When to use

- Need a quick way to tap into new ideas
- Leader wants more control over ideation phase

- When you want to get the best of the team’s/group’s thinking
- When presently unknown ideas might be the best solution

Design Thinking

A problem solving process

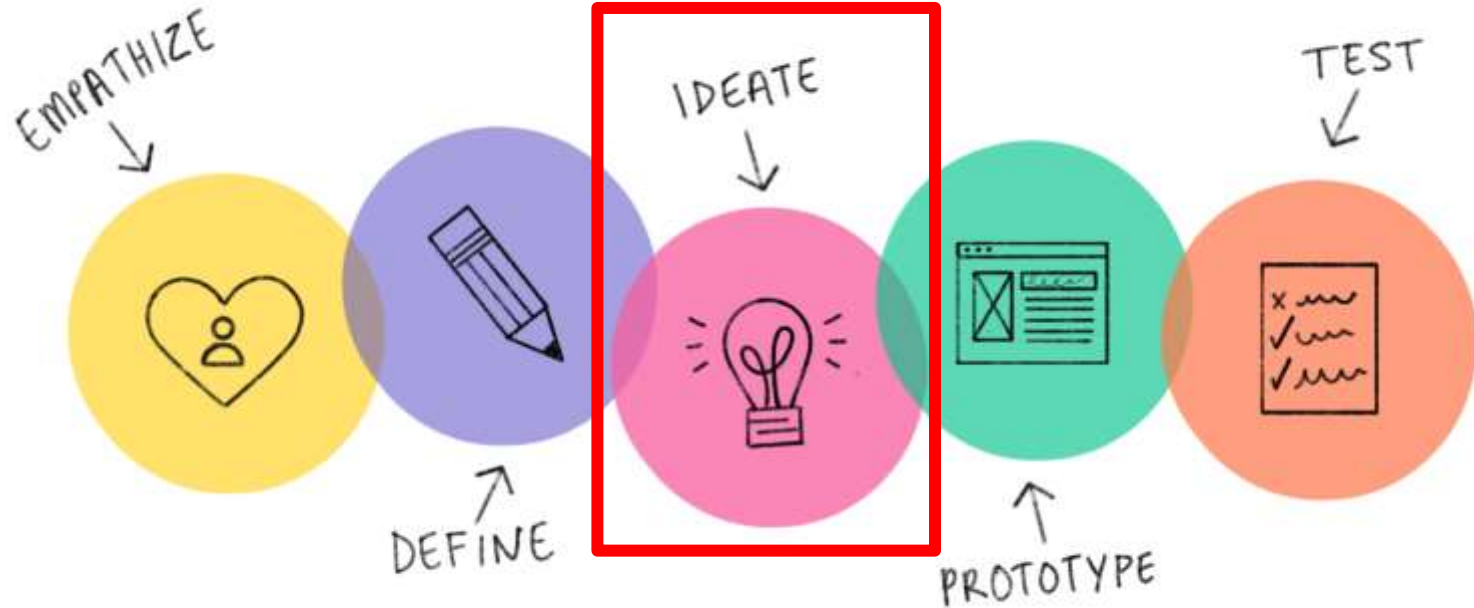


Maximizing the Design Thinking experience

- **Presence** – be in the moment (No multi-tasking)
- Have an energetic environment
- Postpone judgement
- **Create divergent thinking**
- Be playful and creative - there are no stupid questions or responses!
- Do not close down others' thinking - **use “yes and ” instead of “no but”**
- Stick to the process
- **Don't jump to solutions**
- It is not about *answering* questions in the first instance
- In Design Thinking, **answers come last**

Design Thinking

The ideation process



Mini ideation exercise

What questions would you ask your team or a group to help generate diverse perspectives?

Reflections

- In the last few weeks what opportunities have there been to apply the Ideation approach?
- What opportunities are there for you to harness greater diversity of thought in your teams?
- What are your observations or takeaways from this session?





Recap

- Diversity and innovative thinking
- Why use Design Thinking?
- The principles of Design Thinking
- Mini-ideation exercise
- Reflections

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