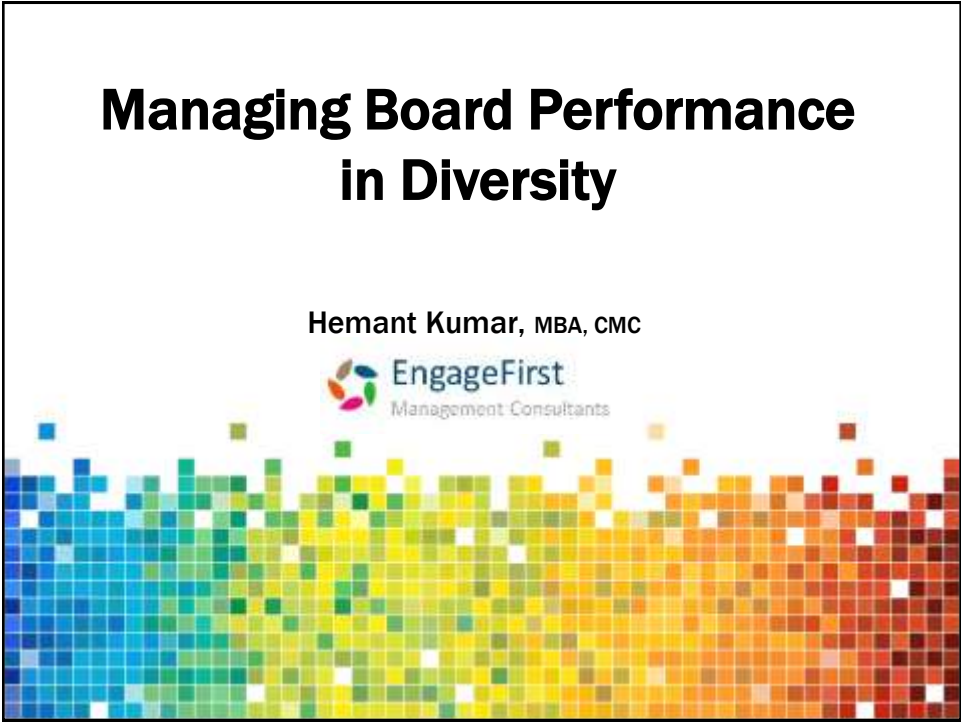
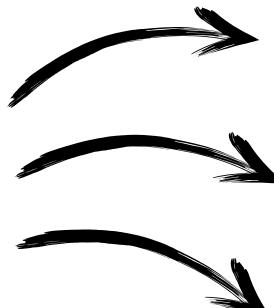


Managing Board Performance in Diversity

Hemant Kumar, MBA, CMC



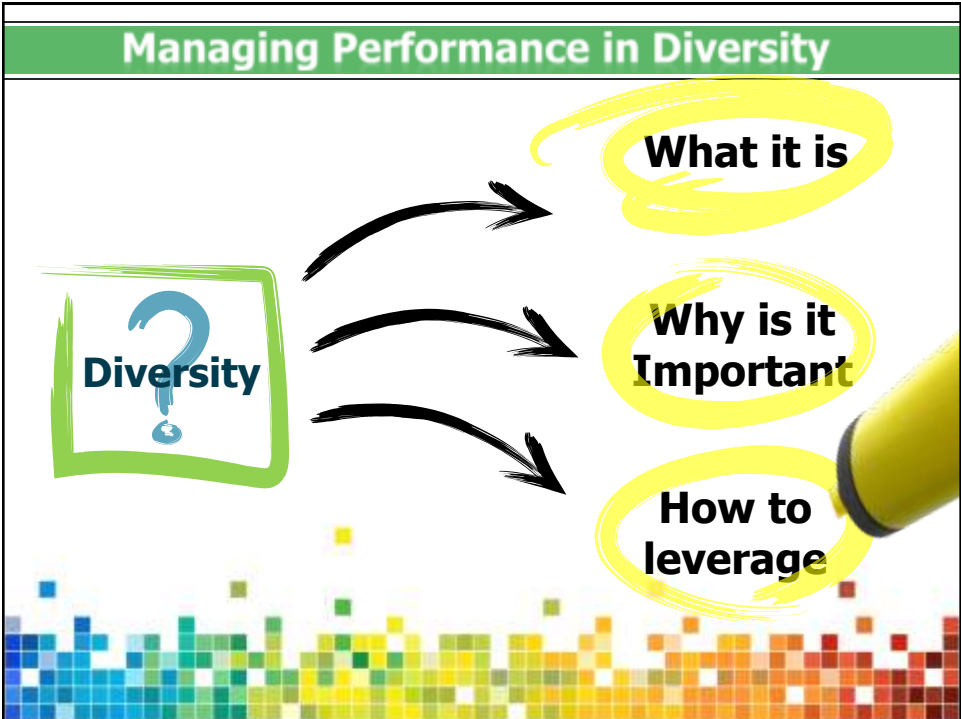
Managing Performance in Diversity



What it is

Why is it Important

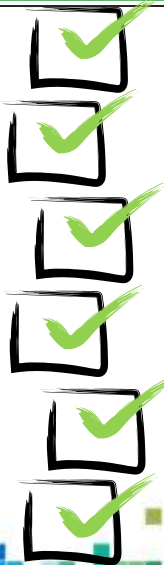
How to leverage



Social Diversity

Traditional meaning of diversity is bringing
variety in attributes → age, gender, race,
religion...

Board Responsibilities



Direction

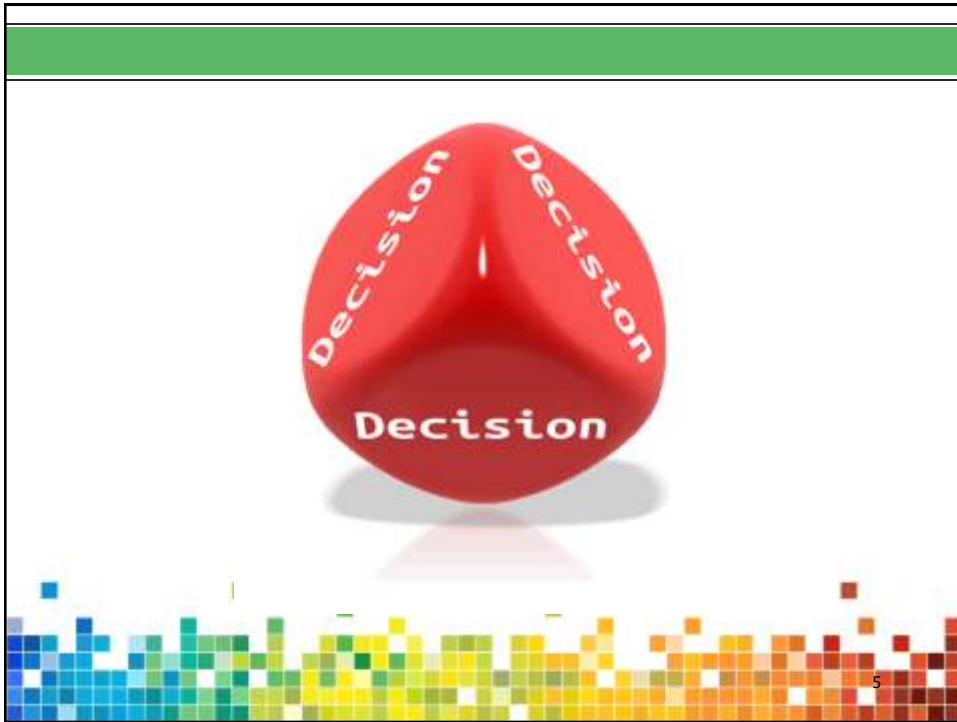
Strategy

Policy

Performance

Risk

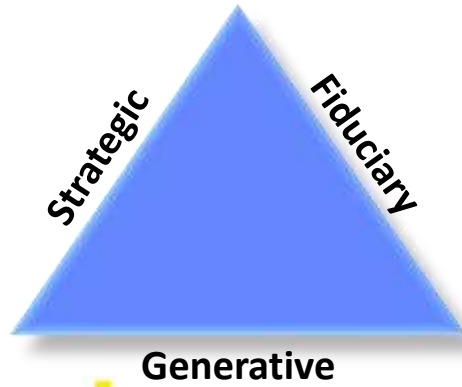
Advocacy



Functional Diversity

The range and diversity of **functional skills** available to perform assigned responsibilities – knowledge, experience, perspective, creativity, problem solving...

Governance as Leadership in Decision Making



Adapted from work by Chait, Ryan and Taylor. 2005

**Functional Diversity is About
Diversity of Talent**

<https://www.youtube.com/watch?v=ZlcFBONZHL0>

<https://www.youtube.com/watch?v=-lZJgthgDmw>

9

Group Discussion

**Discuss homogeneity –how
does it impact?**

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Both are important – what are you seeking?

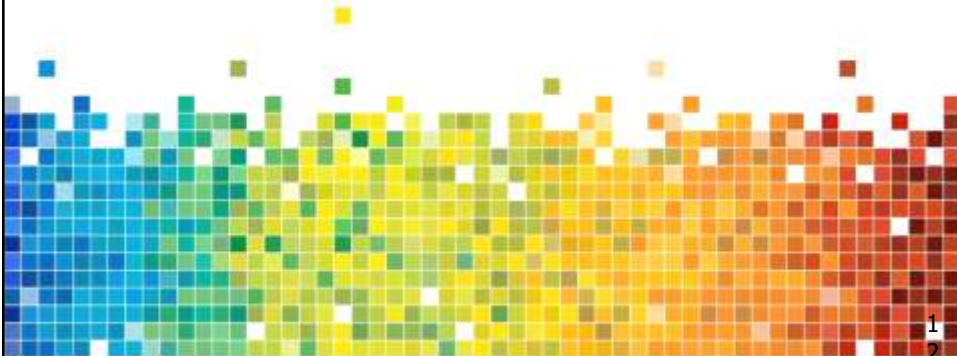
Functional Diversity



Social Diversity



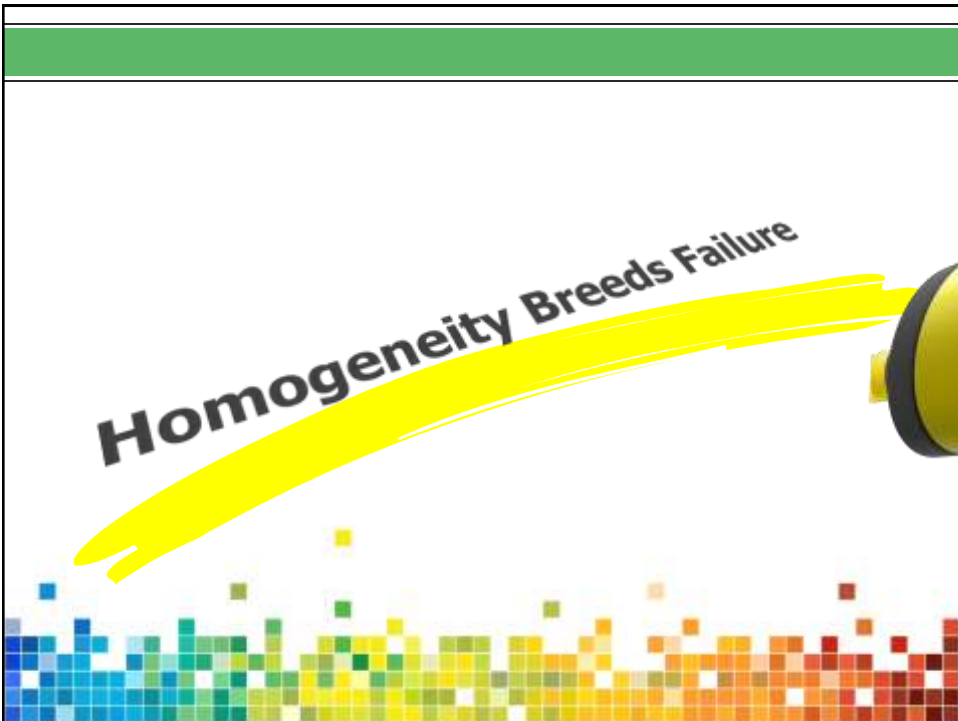
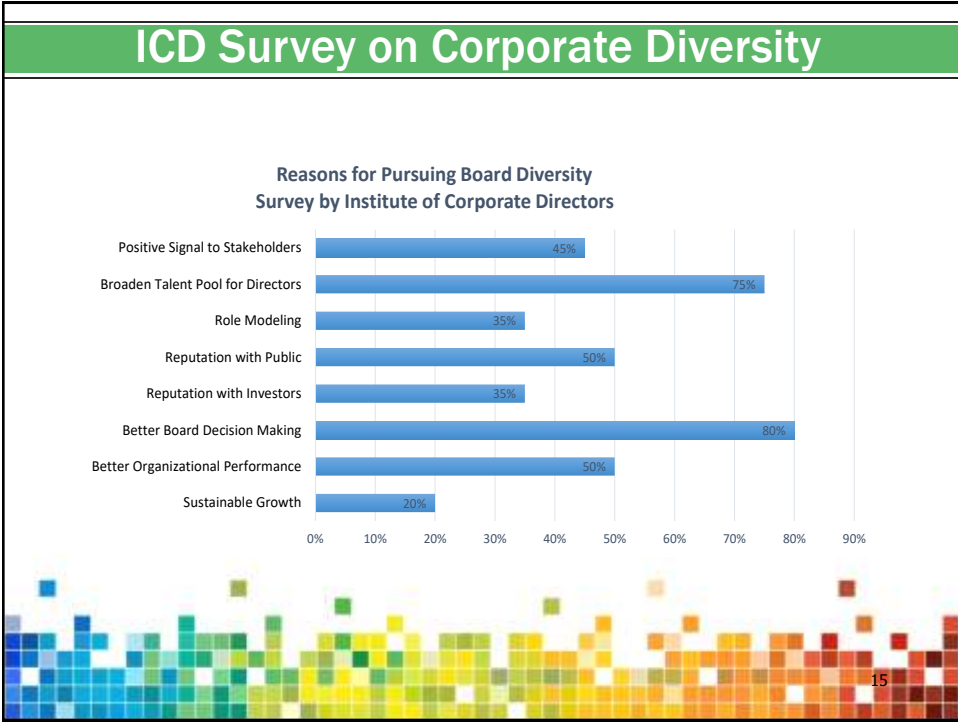
Why Have Diversity?





Diversity Impacts Results

- Organizations with more diversity are more successful - 2016 study shows companies with more female execs are more successful.
- A 2011 study indicated management teams exhibiting a wider range of educational and work backgrounds produced more-innovative products.
- In a 2006 study of juries, when black people were added to the jury, white jurors processed the case facts more carefully and deliberated more effectively.

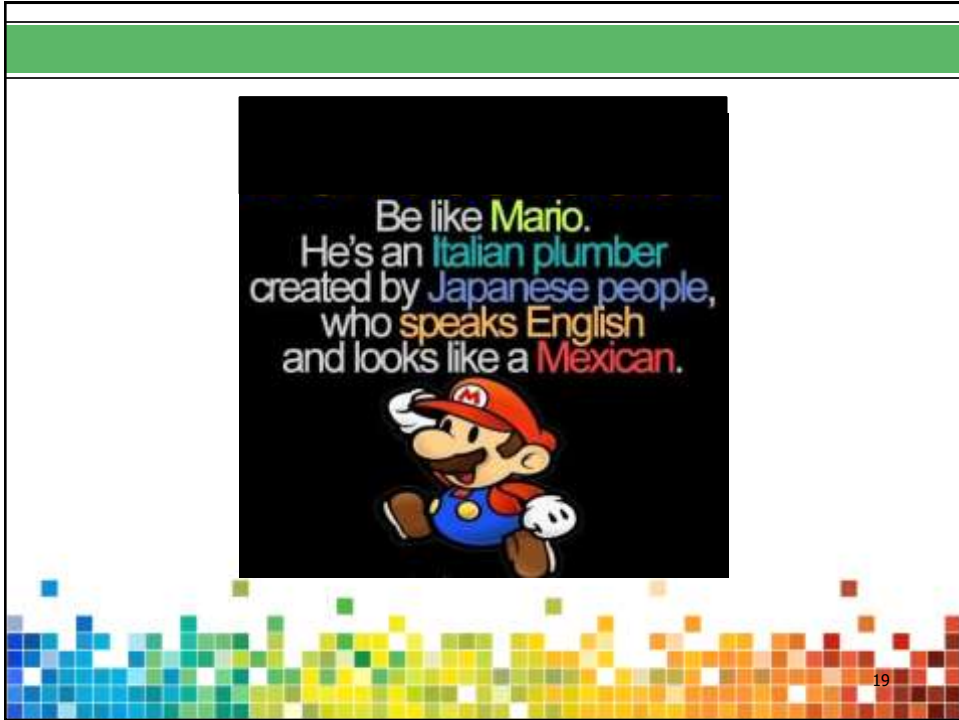





Is Diversity Difficult?

Each person is “a whole package of interlocking attributes”.

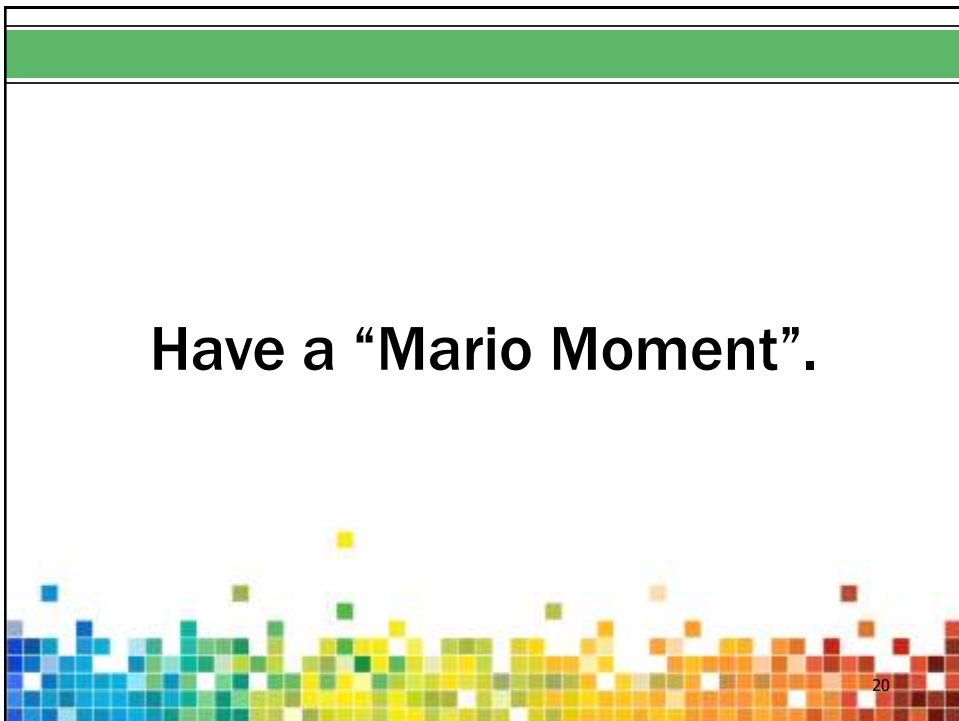
18



Be like Mario.
He's an Italian plumber
created by Japanese people,
who speaks English
and looks like a Mexican.

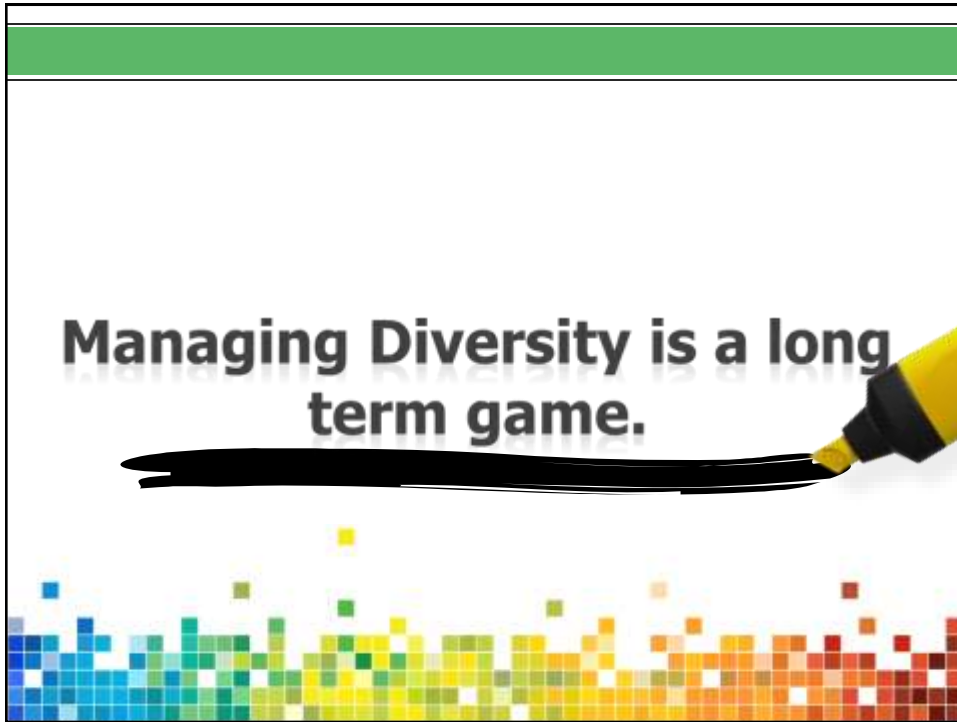


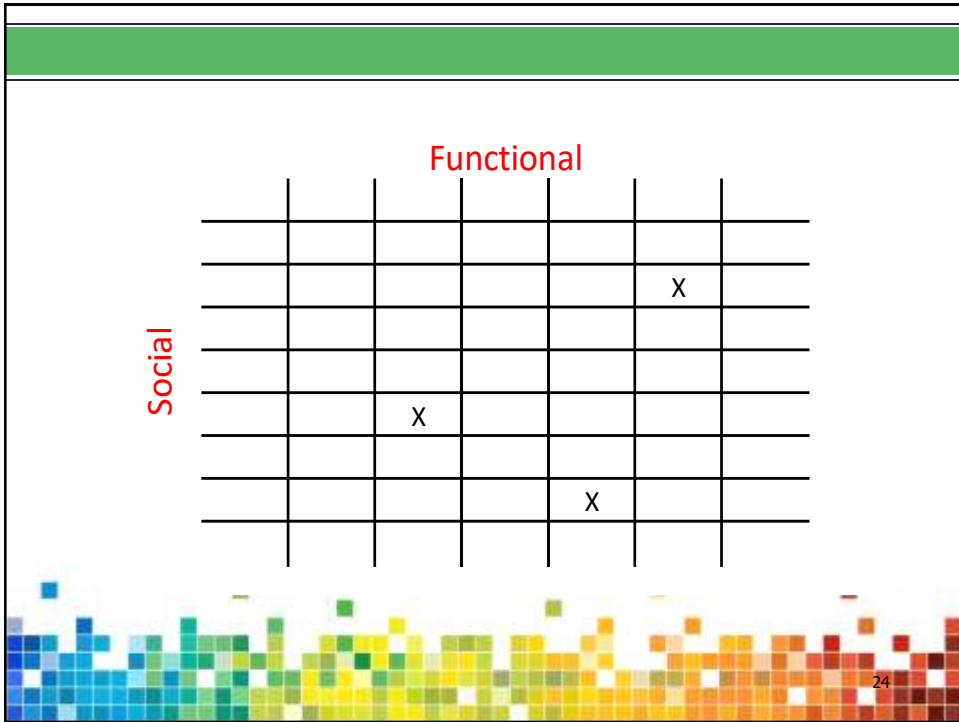
19



Have a "Mario Moment".

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How to Leverage Diversity for Performance



1. Build Trust – humans trust what is familiar.



How to Build Trust

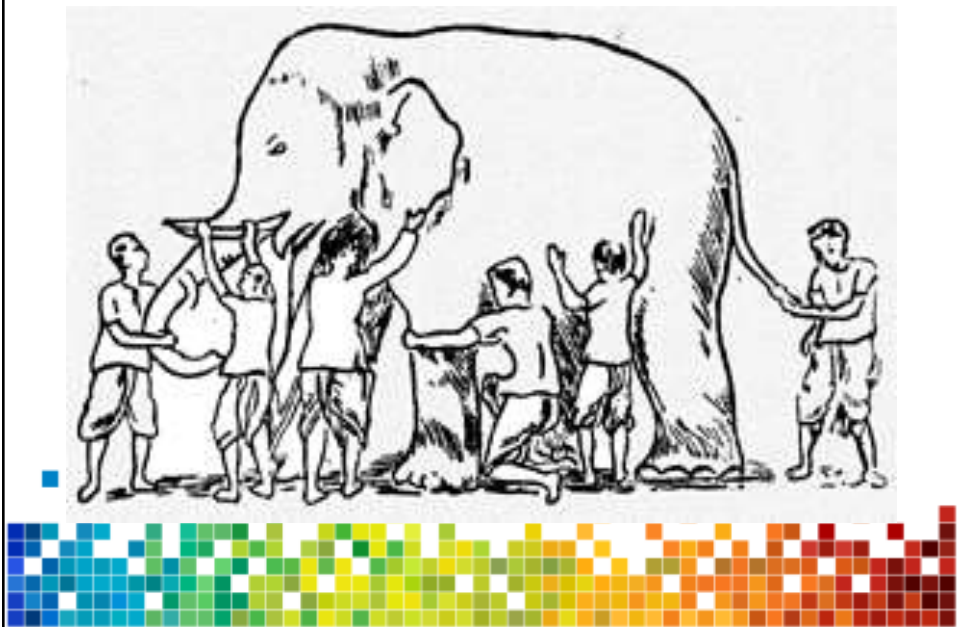
1. Find ways to create personal bonds within team members:
 - create conditions for these connections to form. Organize social events, pair quieter team members with vocal ones, or directly facilitate introductions.
2. Understand the skills, perspectives and competencies of each member:
 - Diverse knowledge and skillsets in a team will bring diverse perspectives and problem solving skills to the table.



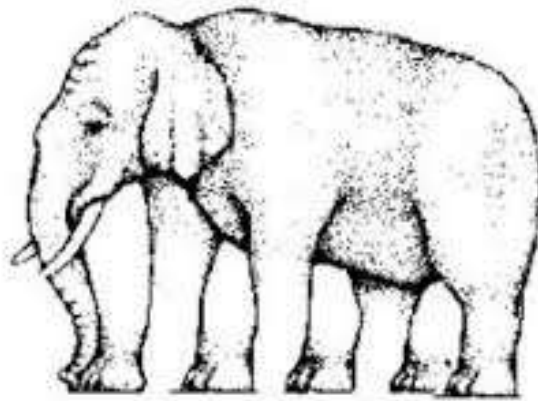
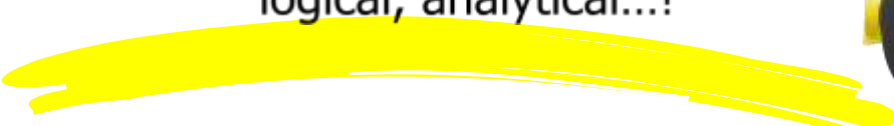
2. Address Conflict Immediately



Understand Perspectives



3. Structure your teams for success:
have a variety - curious, thoughtful,
logical, analytical...!



How many legs does this elephant have?

Conclusion

A good Board should seek diversity 😊

Build an environment where diversity is respected 😊

Diversity is a strength to be leveraged 😊

STRENGTH LIES IN DIFFERENCES, NOT IN SIMILARITIES.

- STEPHEN R. COVEY -

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Engage First

Management Consultants

Contact:

Hemant Kumar

hkumar@engagefirst.ca

780-966-4601

