

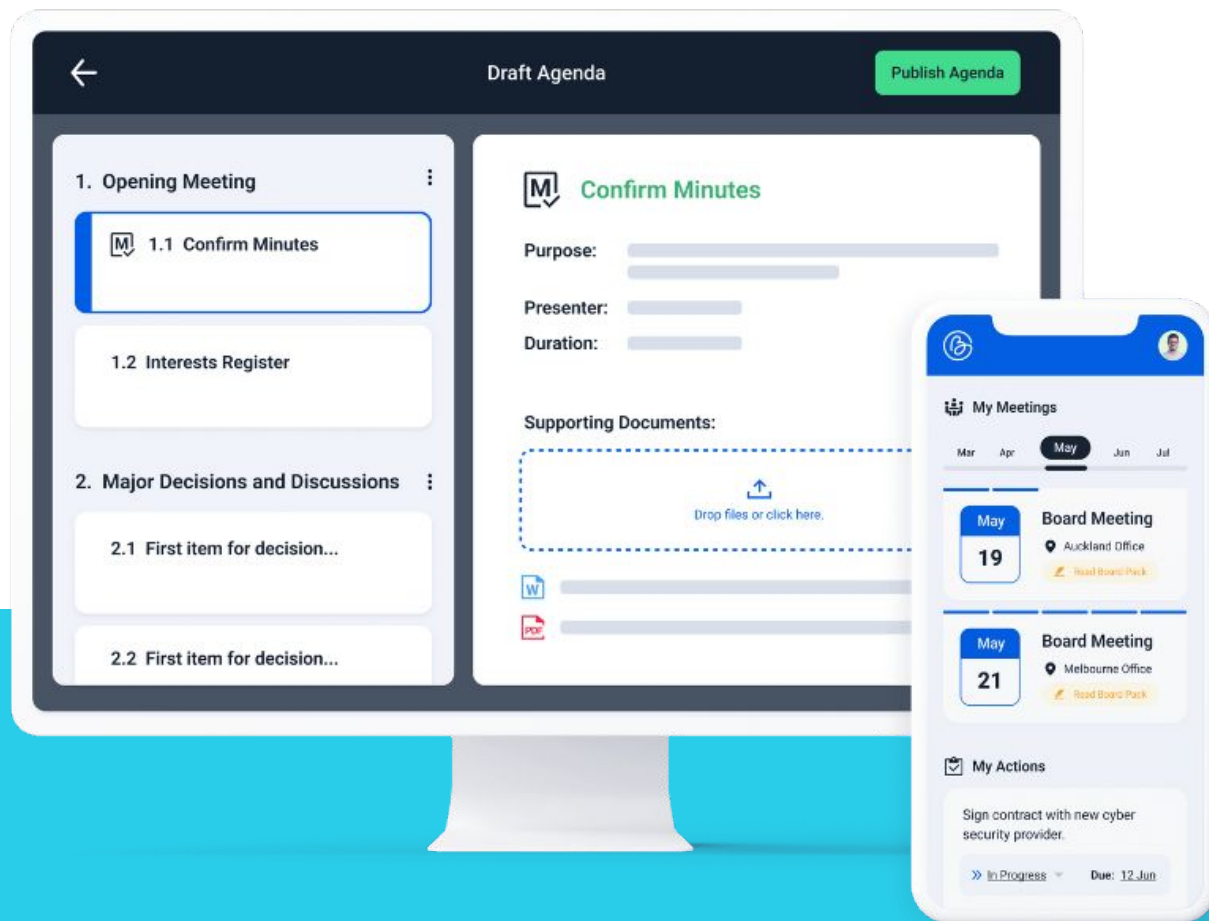


# **Diversity of Thought could it be your board superpower?**

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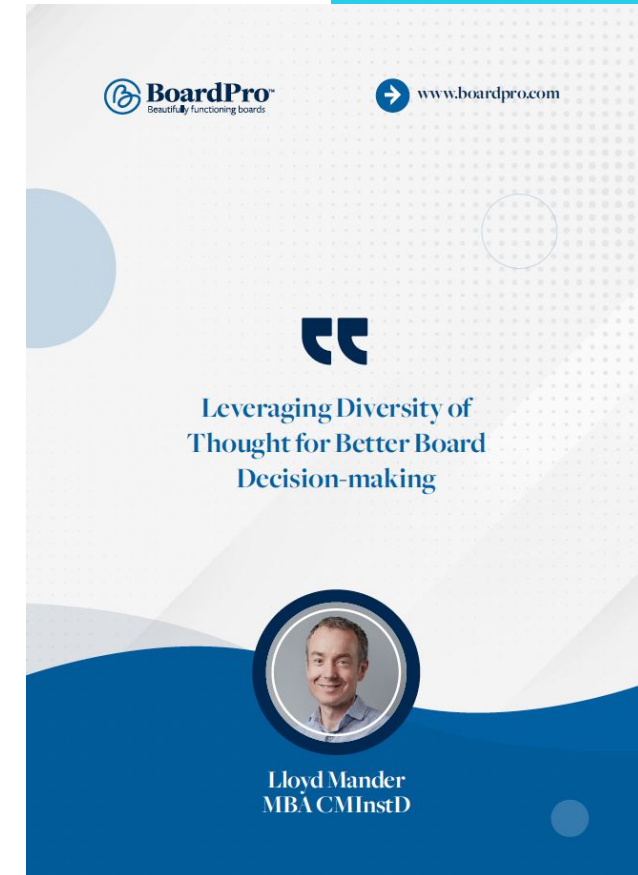


# **Making the fundamentals of governance free and easy to implement**



Slides, webinar video,  
and white paper will be  
sent to you.

**Relax, listen and ask  
questions**





Founder

**Lloyd Mander**

→ [Dot Scorecard](#)

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Principal

**Dr Susan Mravlek**

→ [Insync](#)

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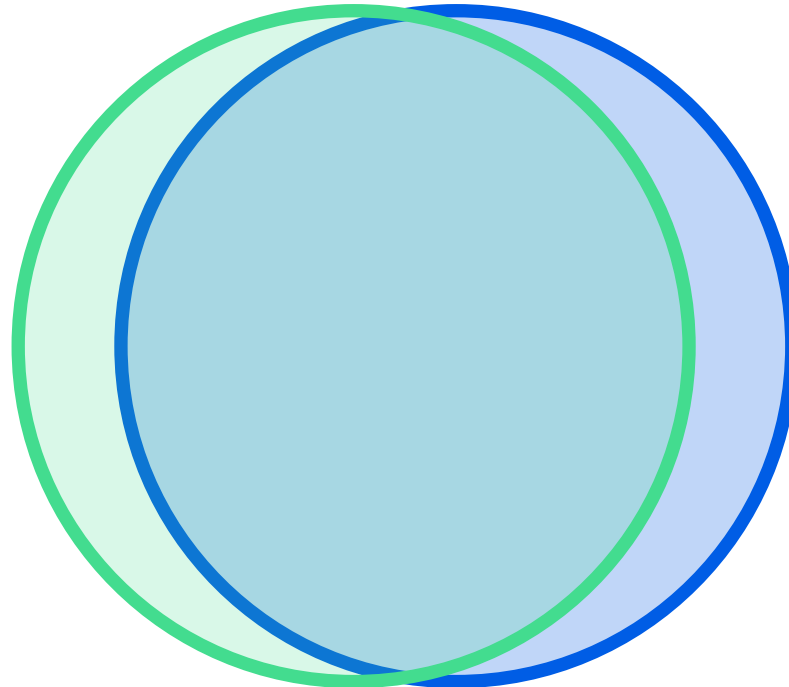
Founder

**Paul Smith**

→ [Future Directors Inc](#)

# Value from Diversity.

**Look Different**



**Think Differently**

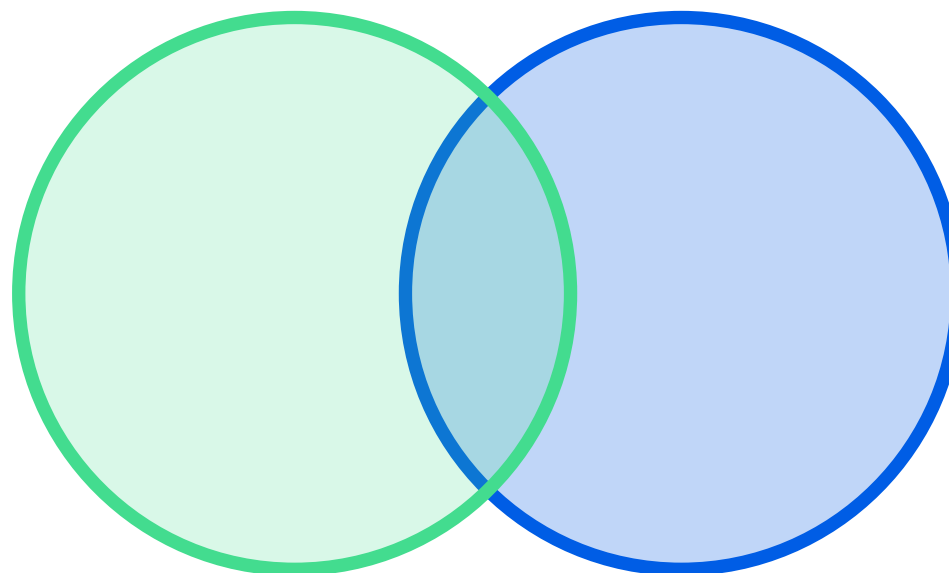


# Value from Diversity.

## Look Different

- 01 Representative Diversity

*"You can only be what you can see"*



## Think Differently

- 01 Problem framing
- 02 Potential solutions & risks
- 03 Ability to build on others' solutions
- 04 Avoid groupthink



# Three Critical Ingredients of Diversity of Thought.

POTENTIAL

Affect  
thinking



CULTURE

Realise  
thinking

01

Potential for different thinking across the board

02

Sharing what board members are really thinking

03

Empathy for what board members have shared

# Complicated vs. Complex

- Many parts interacting (but predictable)

- One or more “right” answers

- The unknowns are known

Experts

- Cannot fully predict outcome from inputs

- No “right” answer

- The unknowns are not known

Diverse thinking groups

Complicated

Complex



1

2

3

4

5

6

7

## Decision-making group

(3 – 30 members)



6 - 12 min

### Potential

For wide-ranging diversity of thought



### Culture

That enables diversity of thought



**10**

Uncorrelated factors

**5.8 million**

Response profiles

**3**

Related factors



### Group DoT potential score

Individual contribution  
Individual difference

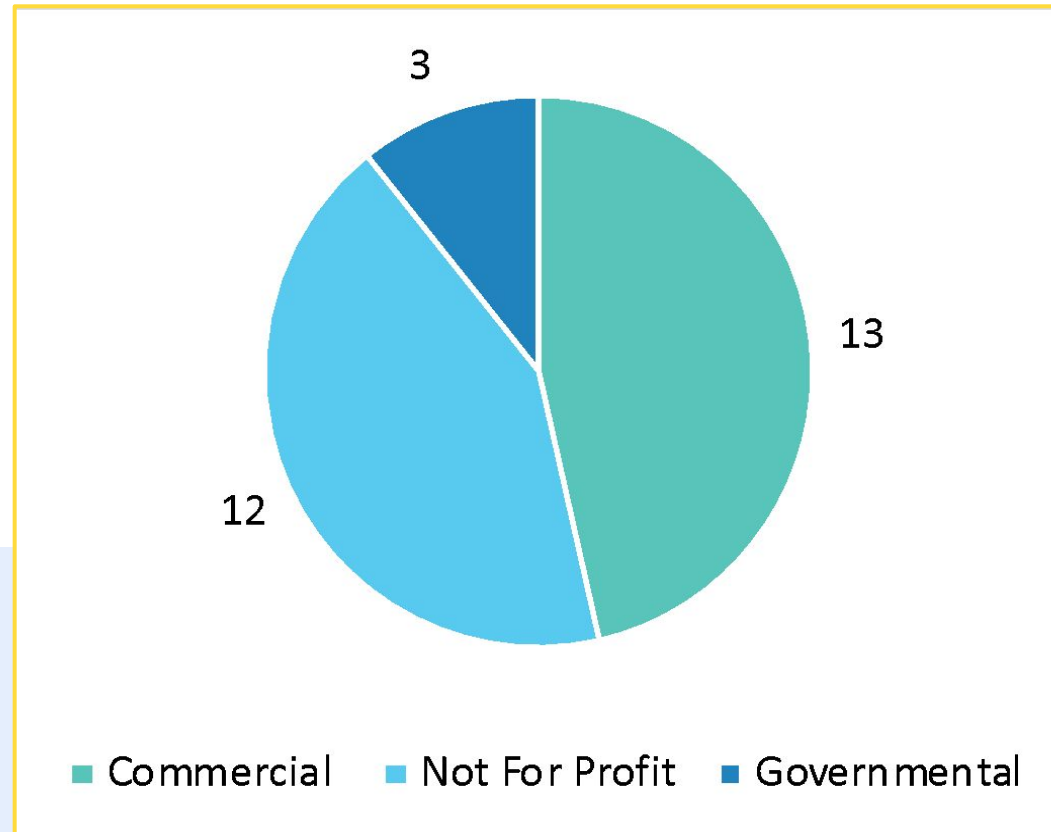


### Group DoT culture score

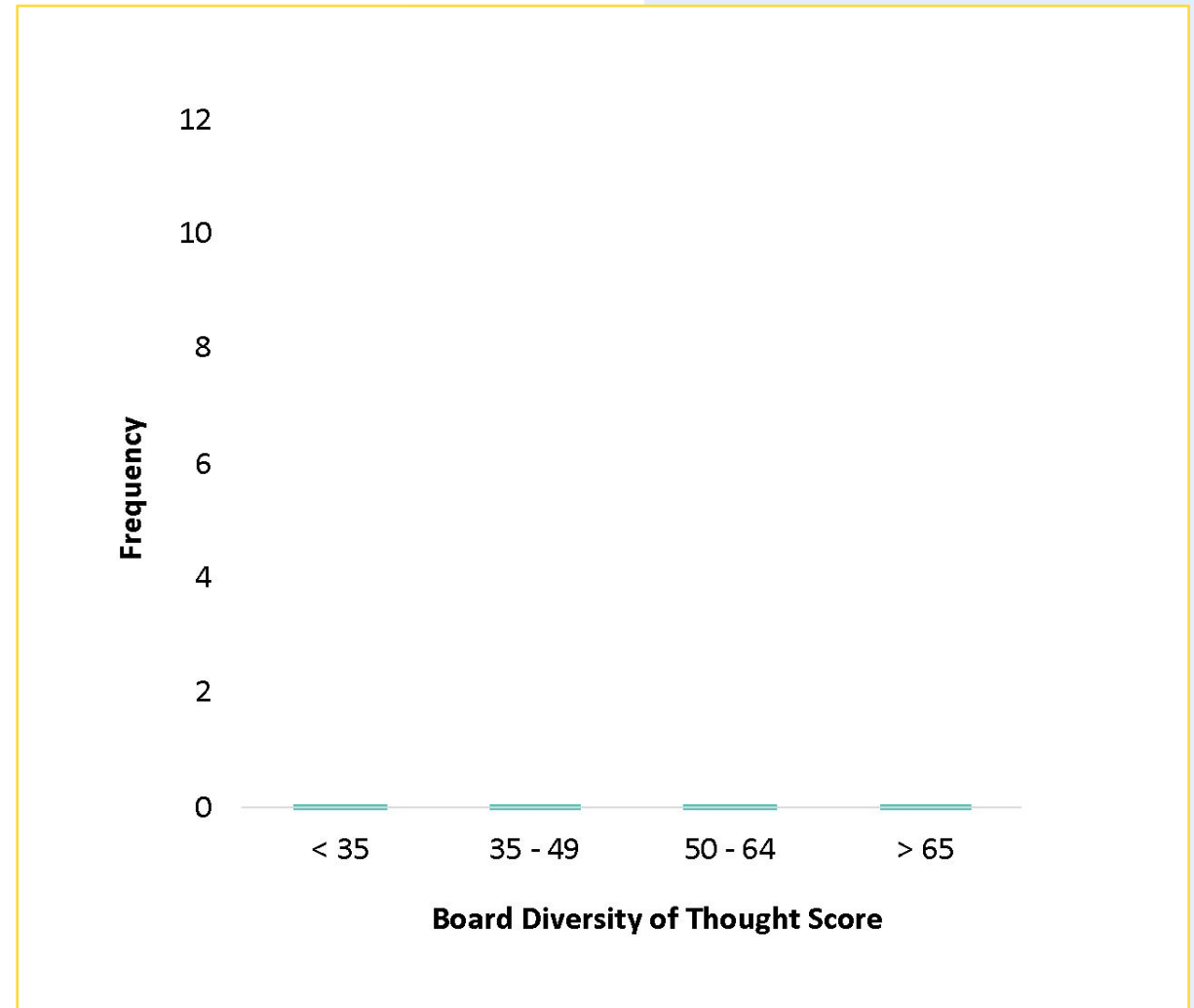
Contributing factors

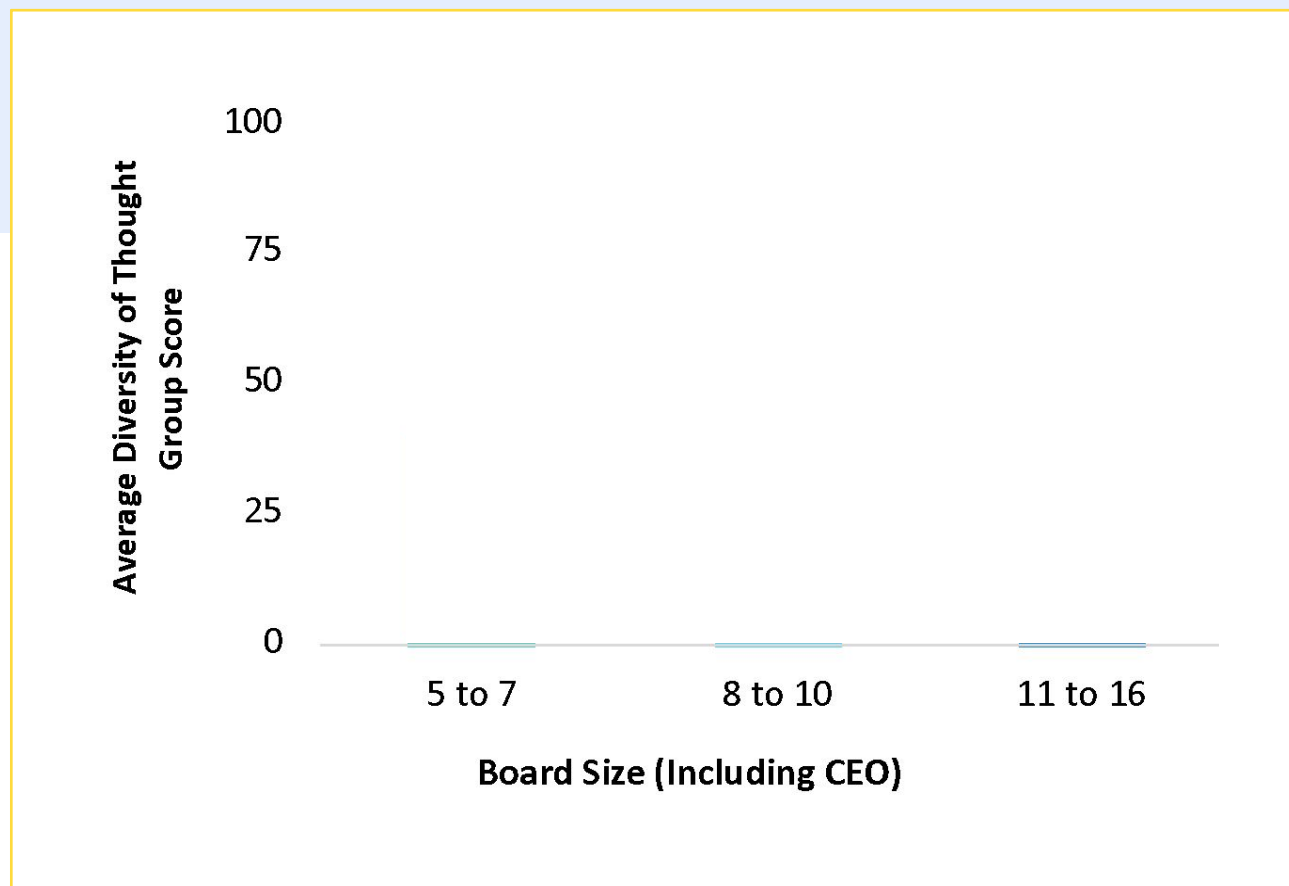


# Research Findings.



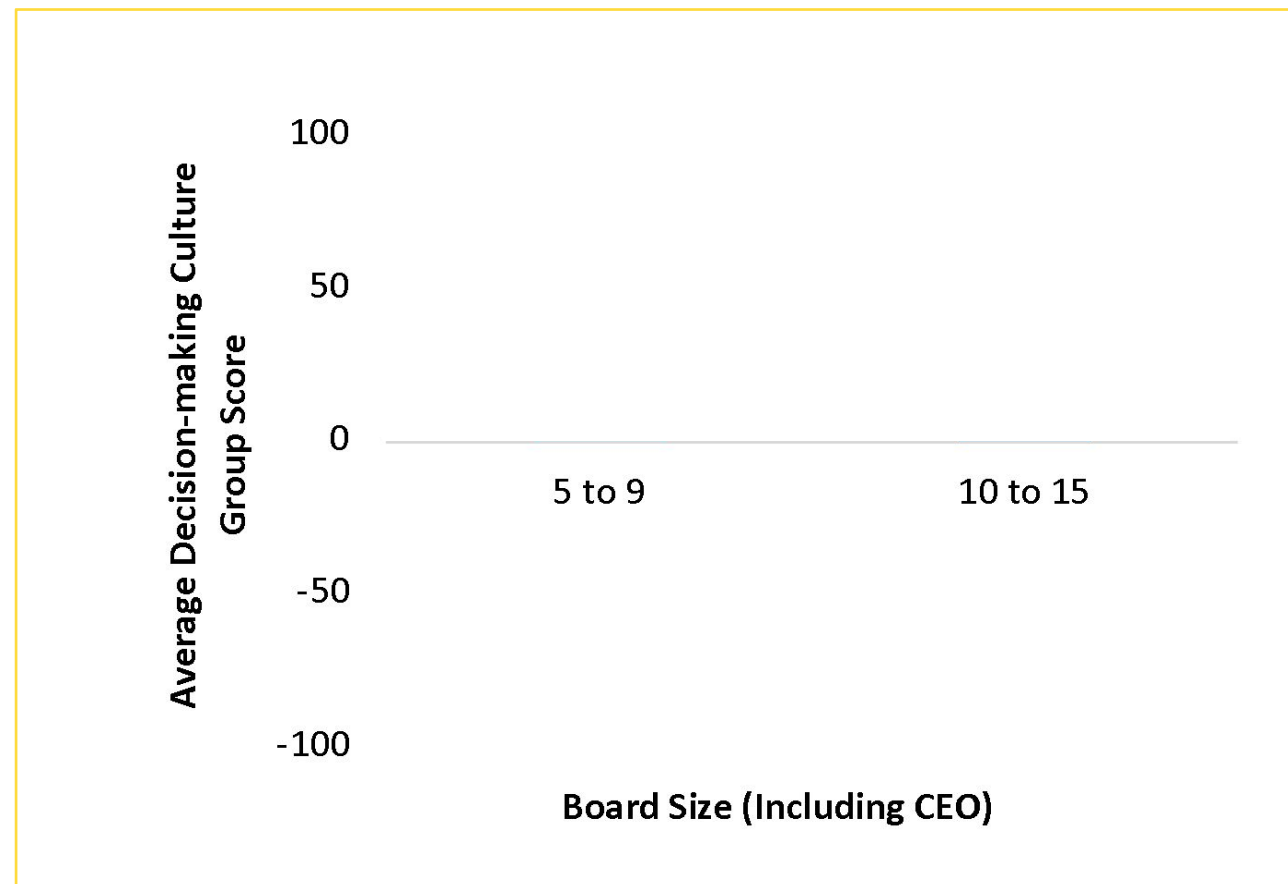
**Potential  
varies  
considerably.**





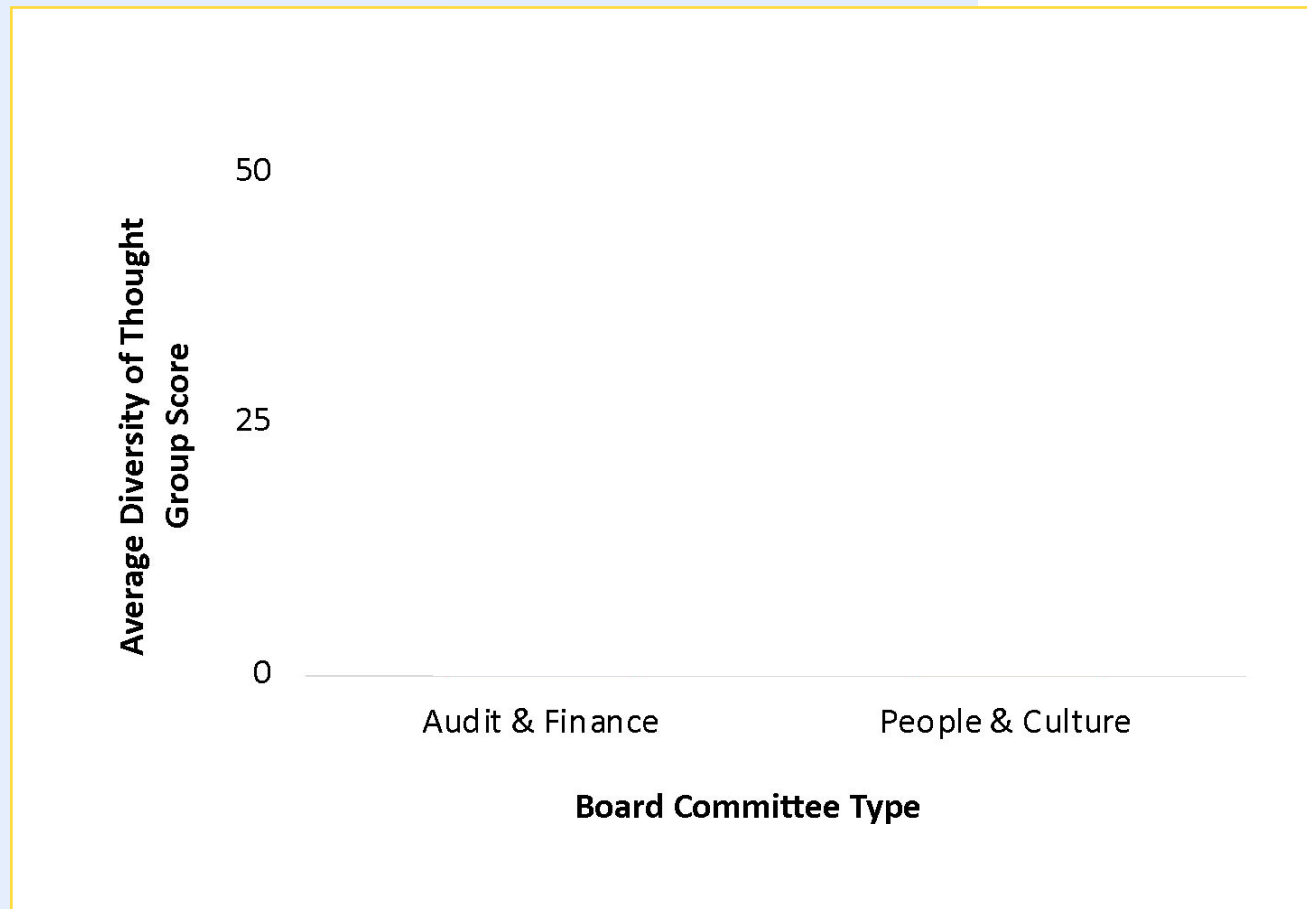
**More heads,  
more  
potential.**

# More heads, less enabling culture.

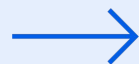




**Consider  
board  
committees.**



# Actions for your board.



# Nurture your board's psychological safety.



01

Shared expectations

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02

Demonstrate curiosity

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03

Demonstrate intellectual humility

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04

Express appreciation

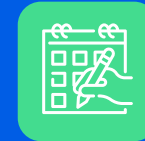
# Intentionally include people in board decisions.



Classify different types  
of decisions



Be explicit about the  
degree of involvement in  
different decisions



Set meeting agendas  
based on the degree of  
complexity

# Seek independent thought & expression.

- Strive to develop an independent view then share it with moderation or modification
- Use polls or written opinions
- Share when a prior discussion has changed your view
- Chairs and CEOs should be especially careful not to unduly influence board members



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# Actions for your board.

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Nurture  
psychological safety

01

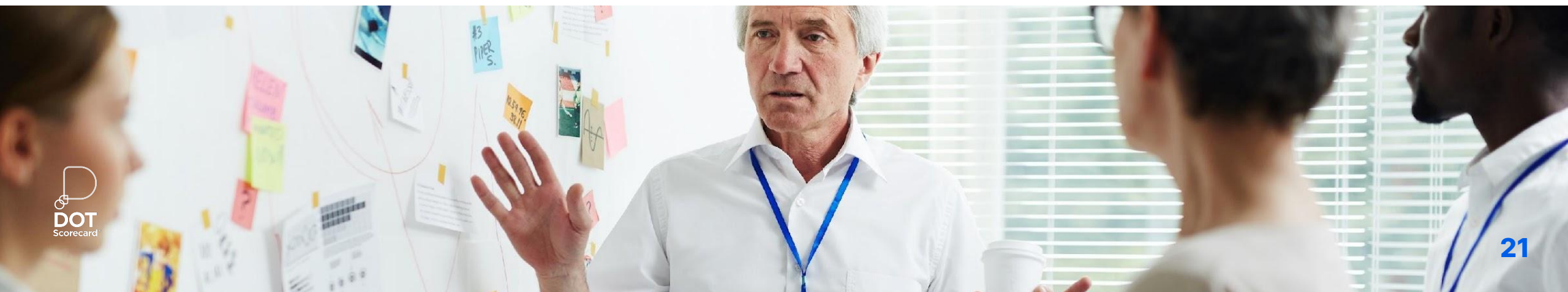
Consider how you  
include people in your  
decisions

02

Encourage board  
members to think  
independently &  
share authentically

03

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# Questions





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**Dr Susan Mravlek**

**in** [www.linkedin.com/in/dr-susan-mravlek-71268a3](https://www.linkedin.com/in/dr-susan-mravlek-71268a3)



**Paul Smith**

**in** [www.linkedin.com/in/futurepaulsmith](https://www.linkedin.com/in/futurepaulsmith)



# Webinar Schedule

<https://www.boardpro.com/resource-centre/webinars>

- 
- |     |  |          |
|-----|--|----------|
| 44. | The importance of a rigorous annual board work plan          | March 23 |
| 45. | Diversity of thought - Could this be your board superpower   | April 6  |
| 46. | Seven costly mistakes of board packs and how to fix them     | April 13 |
| 47. | How technology helps get things done in the boardroom        | April 27 |
| 48. | Handling a crisis while managing your board and stakeholders | May 4    |
| 49. | AI essentials for governance                                 | May 11   |
| 50. | ASK ME - Everything Governance Roundtable                    | May 25   |
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**Thank you**

