

## [fact sheet]

# Diversity of Thought Scorecard



**Diversity is about much more than gender, ethnicity and age - it is truly multidimensional. For senior leadership teams and governance boards to tackle new, uncertain and complex challenges they need different ways of conceptualising problems and co-creating solutions.**

### Introducing the Diversity of Thought Scorecard®

You can only manage what you can measure. The Diversity of Thought Scorecard® (DOT Scorecard®) quantifies the potential for wide-ranging thought diversity within groups by measuring pertinent characteristics within three categories: experiences, perspectives and thought preferences.

Developed by a multidisciplinary team, the tool was designed and validated for use by senior leadership teams and governance boards but can be applied to virtually any decision-making group that is addressing complex problems, where there is no definitive 'best' solution.

The strength of the DOT Scorecard® is its simplicity, with participants required to answer a brief online questionnaire that includes less than 20 questions, measuring 10 uncorrelated factors.

The scorecard has been validated with individuals and decision-making groups including the governance boards and senior leadership teams from a mixture of large and small commercial, governmental and for purpose organisations.

### The Results

The DOT Scorecard® questionnaire has been refined through cognitive testing in both test users and actual respondents, to optimise question understanding and response consistency.

On completion of the questionnaire, a diversity of thought score for the overall group is calculated. This score is benchmarked against other comparable organisations and within each organisation over time.

Results also reveal individual contributions to the group's score – identifying the outliers who have the potential to make the largest contribution to thought diversity.

### The Benefit

The scorecard is suitable for governance boards, leadership teams and other decision-making groups that are addressing complex problems. It is being used to:

- Understand and manage current group composition, for example team evaluations
- Manage decision-making dynamics, for example during strategy sessions
- Start a broader conversation around understanding diversity
- Recruit/appoint new group members
- Develop high performing teams

# [case study]

## Diversity of Thought Scorecard



**The Diversity of Thought Scorecard® solves the problem of making visible the invisible elements that underlie wide-ranging diversity of thought.**

This case study describes how the Diversity of Thought® Scorecard has been used with an established governance board. To ensure anonymity of both individual participants and organisational users, elements of multiple organisational groups have been combined and all names have been changed.

### Background

A small board of directors was overseeing and operating an established privately-owned business serving domestic and international markets. The founder-dominated board is comprised of executive directors with the exception of a single independent director. The newly appointed executive chair was concerned that the existing board is overwhelmingly dominated by individuals that share a similar mindset and worldview, perhaps further exacerbated by their long tenure on the board.

### DOT Scorecard® Findings

The overall group diversity of thought score for the board was low, well below the average score of 50/100 (refer Fig 1). This indicates that they had a lower level of wide-ranging diversity of thought and limited potential capability, compared to other organisational groups, to address complex problems. So the case for "staleness" appears to have some empirical merit.

An analysis of the component sub-scores (refer Fig 2) showed almost unanimous preference for analytical instead of creative problem solving. This may limit their capacity for developing out-of-the-box solutions to complex problems. Again another risk factor for some staleness.

The breakdown of the individual contribution to the group diversity of thought score (refer Fig 3) showed that the chair (Sarah), followed by the sole independent director (Rihanna) were the most likely diverse thinkers compared to the rest of the board. Sarah and Rihanna are both female, however their higher contribution to diversity of thought was not due to their gender but instead due to a combination of differences in their experiences, perspectives and thought preferences.

It is also important to note that Sarah and Rihanna might have greater potential for diverse thought on this particular board but they may not be inherently more diverse than anyone else. It all depends on context. In fact Sarah was part of another organisation that used the DOT Scorecard® where she was more similar to that board's members and therefore did not have special potential for diverse thinking.

Context is key.



Fig 1.

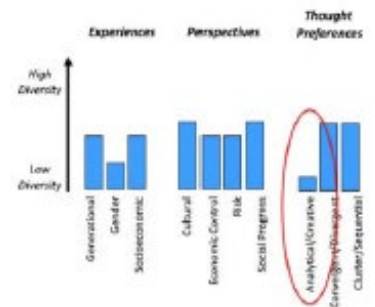


Fig 2.

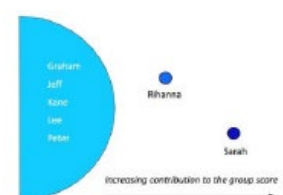


Fig 3.

# [case study]

## Diversity of Thought Scorecard



### Case Study Outcomes

1. The chair's perception of the board was confirmed with actual data: The board is indeed "stale" due to lower potential for diverse thinking and consequent risk of not performing (perform well) or creatively (no need for ageist assumptions based on external appearances).
2. One executive director was replaced with two independent directors. This increased the opportunity to bring different perspectives into the board's decision-making.
3. When new board members were considered, the DOT Scorecard® was used at the shortlisting stage of the recruitment process to simulate the impact that new board members will have on the board's capacity for wide ranging diversity of thought.
4. The new board undertook a training session to learn procedures and techniques to maximise their realisation of their diversity of thought.

The reformulated board had a much higher group diversity of thought score (refer Fig 4). Therefore the board could evidence a far greater potential for addressing complex problems. You can only manage what you can measure.



Fig 4.

# [about us]

## Decipher Group



### Sarah Dixon – Senior Business Partner, Decipher Group

Decipher Group is a leading business partner to organisations in the delivery of people focused strategies, advice, development and support; specialising in executive and governance recruitment and human resources consulting.

"Decipher Group are innovators and thought leaders who are passionate about leading diversity and inclusion conversations with our clients. We're excited to partner with DOT Scorecard® creator Lloyd Mander who has successfully delivered the scorecard to a range of organisations, evaluating group capability for wide-ranging thought diversity and advising on how to realise the benefits of diverse thinking".

[deciphergroup.co.nz](http://deciphergroup.co.nz)



decipher

### Lloyd Mander B.A. M.Aud. (Hons). MBA. (Dist). CMIInstD

The creator of the Diversity of Thought Scorecard® and a passionate advocate for better group decision-making within senior leadership teams and governance boards, Lloyd works alongside Decipher Group to facilitate this specialised tool.

"Groups with wide-ranging diversity of thought draw on different experiences, perspectives and cognitive preferences to avoid unchallenged assumptions (groupthink). The Diversity of Thought Scorecard® solves the problem of making visible the invisible elements that underlie wide-ranging diversity of thought."

[diversityofthought.co.nz](http://diversityofthought.co.nz)



"Participating in the Diversity of Thought Scorecard provided us with the opportunity to open our minds to the different attributes of each team member and what they can bring to the team. It gave us an appreciation of how diversity of thinking may be more important to well-functioning teams and quality of decision making, than diversity in the traditional sense."

**Greg Campbell, Professional Director (Formerly CEO, Ravensdown)**