

A Perspective on Diversity

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FIVE BARRIERS TO EFFECTIVE GROUPS

Excessive Hierarchy

Hidden Information

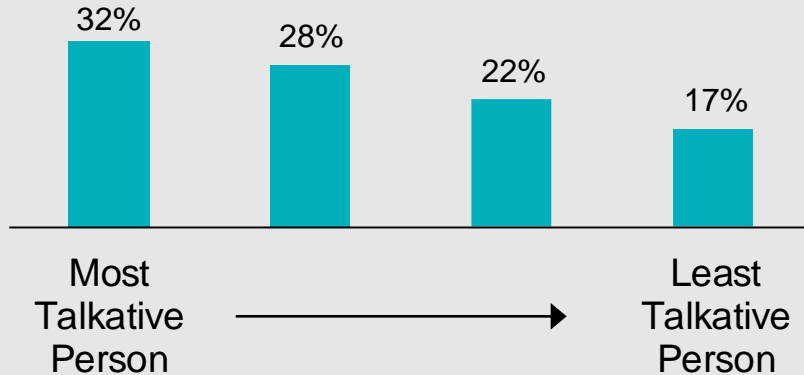
Power of the Majority

Conflict Avoidance

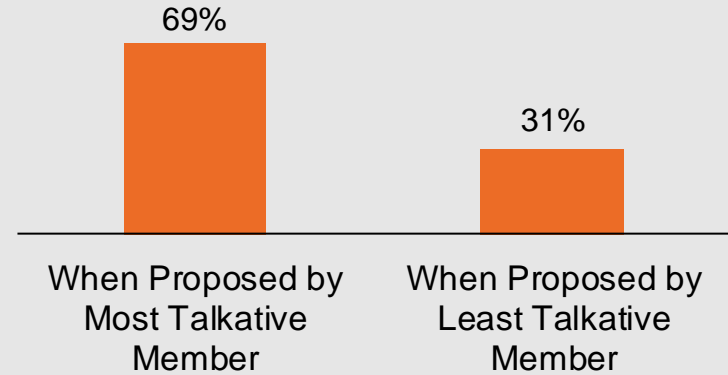
Emotional Insensitivity

Experiments on Group Problem-Solving Tasks

Who Was Judged By The Group Members To Have Contributed Most To The Solution?



How Often Was a Secret (Correct) Hint Accepted By The Group?



Talkative people are seen as more influential, and even when a less-talkative person has the correct answer, that answer is less likely to be accepted by a group

CONFLICT AVOIDANCE: LESSONS FROM ENRON'S BOARD



“Enron Board members uniformly described internal Board relations as harmonious. They said that Board votes were generally unanimous and could recall only two instances over the course of many years involving dissenting votes”

ON THE IMPORTANCE OF “PRODUCTIVE CONFLICT”



“The right decision grows out of the clash and conflict of opinions and out of the serious consideration of competing alternatives.”

— Peter Drucker

(Professor of Management, Harvard University)

“I take it that we are all in complete agreement on the decision here. Then I propose we postpone further discussion of the matter until the next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about.”

— Alfred P. Sloan

(Former Chairman, General Motors)

