

#SWDSS



NIH Scientific Workforce Diversity Seminar Series

# How Does Diversity Affect Innovation in Pharma?

Graham B. Jones

September 14, 2022

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# Cultural Diversity Drives Innovation Teams

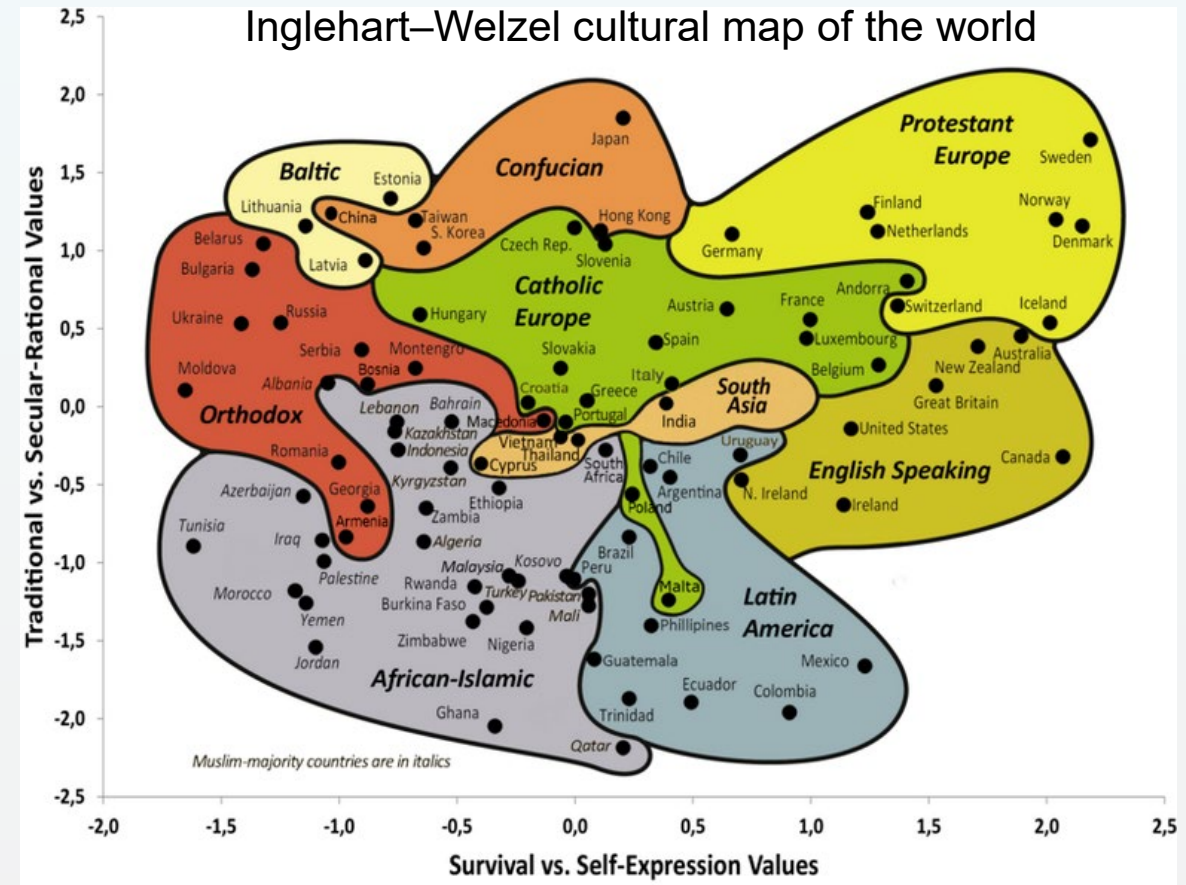
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# DIVERSITY IS A POWERFUL INNOVATION DRIVER

## TEAM DIVERSITY BENEFITS BOTH IDEATION AND IMPLEMENTATION PHASES

- Studies confirm diverse teams produce outputs with greater value in innovation processes, where **lateral thinking** is at a premium.
- Team members with diverse backgrounds have specific cultural knowledge which can be deployed to assess and **solve problems in different ways**.
- Team members with diverse backgrounds may also have a higher **tolerance to taking risks**.
- In one study, hiring managers from **different nations of origin** showed the largest impact on innovation performance.



# VALUE DIMENSIONS ACROSS THE TEN MAJOR CULTURAL GROUPINGS

## INCLUSIVE TEAM DYNAMICS & TACTICS ARE ESSENTIAL

FACTOR	HIGH	MEDIUM	HIGH	ANTONYM
INDIVIDUALISM Emphasis on individual goals and rights	AN, GE, NE	EE, LE	AR, CA, LA, SA, SS	COLLECTIVISM Emphasis on group goals, personal relationships
LOW POWER DISTANCE Equality; shared decision-making	AN, GE, NE	CA, EE, LE, SS	AR, LA, SA	HIGH POWER DISTANCE Differences in status; superiors make decisions
LOW UNCERTAINTY AVOIDANCE Emphasis on flexibility and adaptability	AN, EE, NE	AR, CA, GE, SA, SS	LE, LA	HIGH UNCERTAINTY AVOIDANCE Emphasis on planning and predictability
COOPERATIVE Collaboration, nurturing, and family	NE, SS	AR, CA, EE, LA, LE, SA	AN, GE	COMPETITIVE Competition, assertiveness, and achievement
SHORT TERM Emphasis on immediate outcomes	AN, AR, EE, NE, SS	GE, LA, LE, SA	CA	LONG TERM Emphasis on long term planning
LOW CONTEXT-DIRECT Explicit communications (words alone)	AN, GE, NE	EE, LA, LE	AR, SA, CA, SS	HIGH CONTEXT-INDIRECT Indirect communications (tone, context)
BEING Emphasis on quality of life	AR, LA, NE, SS	CA, LE, EE, SA	AN, GE	DOING Emphasis on being busy and meeting goals
UNIVERSALISM Rules; standards that apply to everyone	AN, GE, NE	EE, LE	AR, CA, LA, SA, SS	PARTICULARISM Specific, unique standards based on relationships
NEUTRAL-NON EXPRESSIVE Unemotional communication, feelings hidden	CA, EE, GE, NE	AN, SA	AR, LA, LE, SS	AFFECTIVE-EXPRESSIVE Expressive communication, feelings shared
MONOCHRONIC-LINEAR Punctuality; work and personal life separate	AN, GE, NE	CA, EE, SA	AR, LA, LE, SS	POLYCHRONIC-NON LINEAR Multitasking, work and personal combined

Anglo	AN
Arab	AR
Confucian Asia	CA
Eastern Europe	EE
Germanic Europe	GE
Latin America	LA
Latin Europe	LE
Nordic Europe	NE
Sub-Saharan Africa	SS
Southern Asia	SA

Cultural diversity drives innovation: empowering teams for success  
*Int. J. Innov. Sci.*  
 2020, vol.12(3), 323-343

# TEAM SCIENCE OPERATING PRINCIPLES ARE USEFUL NEED TO MANAGE THOUGHTFULLY TO MAXIMIZE INCLUSIVITY

## Team maturation stages

- Forming
- Storming
- Norming
- Performing
- Adjourning

Tuckman & Jensen  
*Group and Organization Studies*  
(1977) 2, 419-427

## The five 'fault line' factors

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoiding accountability
- Inattention to results

Lencioni  
*The Five Dysfunctions of a Team*  
Jossey-Bass, San Francisco (2002)

## Conflict resolution modes

- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

Thomas & Kilmann  
*Conflict Mode Instrument*  
Mountain View, CA (1974)

NIH (2010), *Collaboration and Team Science: A Field Guide*, Bennett, L.M., Gadlin, H. and Levine-Finley, S. (eds)

