

HERRMANN WHOLE BRAIN® GUIDE TO UNDERSTANDING COGNITIVE DIVERSITY

WHAT

WHAT is Cognitive Diversity?

Recognizing the differences in the thinking (i.e., cognition or information processing) that people use to make sense of the world around them, collaborate, solve problems & make decisions.

Across a wide variety of organizations, functions and sizes, **top performing teams boast 20% more cognitive diversity** than the average team¹

Cognitively diverse teams are...

+130% better at making decisions

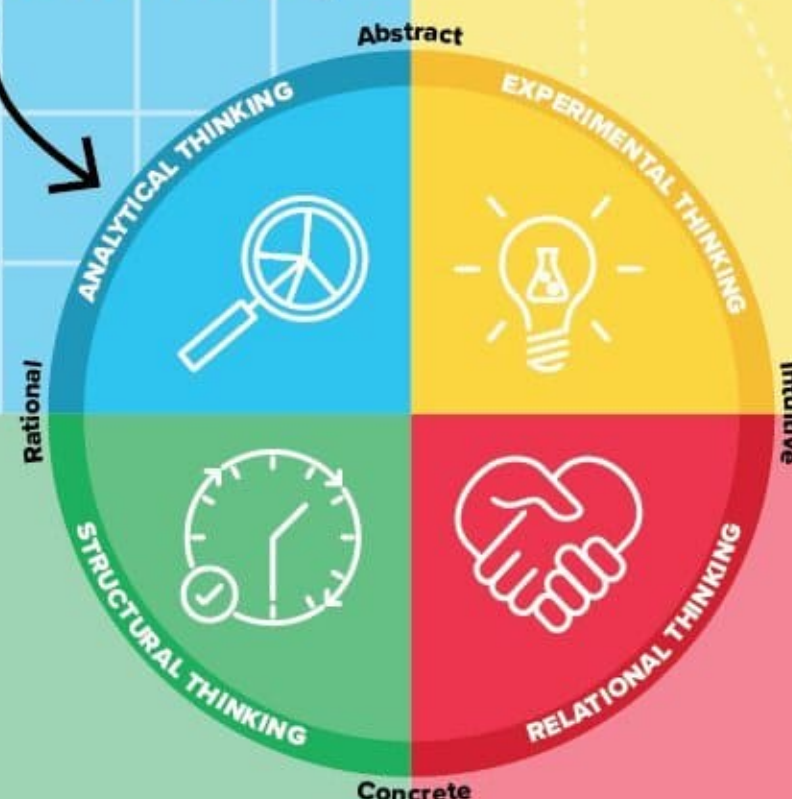
+78% more customer responsive

+66% more productive

+53% faster problem-solvers

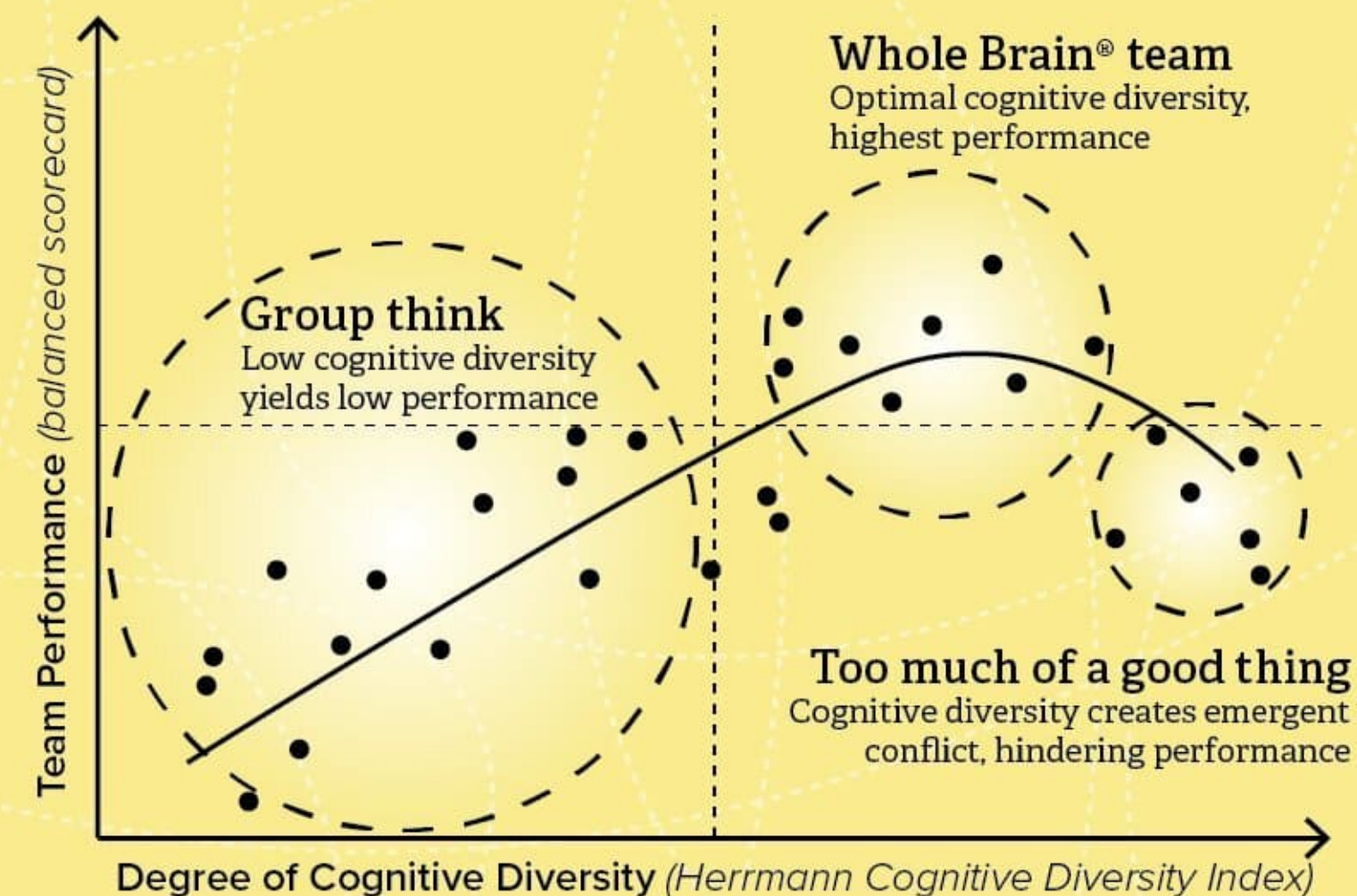
vs. average teams²

Herrmann's Whole Brain® framework decodes and measures your cognitive diversity



The degree of cognitive diversity can have a **significant impact on team performance**³...

WHY is Cognitive Diversity important?



...across several critical areas of teamwork



Decision-Making



Creativity & Innovation



Effective Communication



Agility in Change

HOW can I harness my team's Cognitive Diversity?

1

Measure & share insights on personal & team cognitive diversity

Key considerations for success

✓ **Mandate:** Scope shapes benefits of cognitive diversity; an LT needs more than a specialized functional team

✓ **Leader:** Managers need to be empowered to harness cognitive diversity with training & tools.

✓ **Team size:** Larger teams have more cognitive diversity, but it may be harder for that diversity to be harnessed.

✓ **Ways of working:** Distributed work enhances cognitive diversity, but only if the right tools are in place.

✓ **Tools:** Proven application tools to measure and harness cognitive diversity, like the HBDI®, are critical

2

Define thinking required for team success & blind spots

3

Practice stretching your thinking to meet the needs of the situation

References: 1. 2019 Herrmann study of more than 4000 teams; 2. Herrmann, Harvard Business School & client research; 3. Forthcoming Herrmann / INSEAD research article on cognitive diversity index and management team performance

WHO is leading the way on Cognitive Diversity?

"The most important component of good management, good leadership, and good stewardship is making sure that you have **diversity of mind.**"

The world's largest asset manager; Herrmann client for 14 years
BlackRock



Larry Fink, CEO

Other leaders



Fortune's #1 Best Place to Work in Technology, 5 years in a row



Viv Maza, Chief People Officer

"You want your people to be united by your company's shared mission, but **cognitive diversity [pushes] your team to actually achieve it** – tackling problems in new ways, thinking outside the box and ultimately bringing your culture to life."



To learn more, visit: thinkherrmann.com



WHO

HOW