

TABLE 8

## Influence of the Absence or Presence of Diversity

INFLUENCES	IN THE ABSENCE OF DIVERSITY	IN THE PRESENCE OF DIVERSITY
Implicit biases	Stereotyping may persist, directly affecting clinical, scientific, and managerial decision-making.	Diversity can prove the biases to be false and unreliable.
Lack of cultural competence	Cultural incompetence persists, compromising care across the spectrum, from prevention and screening, to treatment, and through survivorship or end of life.	Incompetence and one-size-fits-all care are challenged.
Systematic disparities	Disparities persist, becoming ingrained in the system and corrupting it.	Systematic discrimination and racism can be prevented, ameliorating or averting community- and population-level negative effects.
Creativity	The Center for Talent Innovation concluded that because more than half of leaders base decisions about the value of ideas on their personal experience, innovation can be stifled if leadership is homogeneous ("Diverse leaders unlock innovation"). <sup>1</sup> The authors recommended that leaders be inclusive and be characterized by innate diversity (similarity to customer base) and acquired diversity (be communicative, suggest creative solutions, and advocate an open environment, accepting of unorthodox views). <sup>2</sup>	Heterogeneity in small groups sparks creativity, with positive effects on solutions and ideas. <sup>3</sup> Other characteristics—differences in personality, abilities, and values—have also been defined as "deep-level" diversity. <sup>4</sup> McKinsey, the global consulting firm, argues that creating and sustaining a diverse and inclusive environment makes companies more creative, innovative, and profitable. <sup>5</sup>
Discovery of relational similarity across racial and ethnic lines	Discovery of relational similarity is absent or less probable.	Discovery of relational similarity defies boundaries.

<sup>1</sup> Hewlett S, Marshall M, Sherbin L, Gonsalves T. Innovation, Diversity, and Market Growth. New York: Center for Talent Innovation; 2013.

<sup>2</sup> Hewlett S, Marshall M, Sherbin L. How diversity can drive innovation. Harvard Business Review [online]; 2013 <https://hbr.org/2013/12/how-diversity-can-drive-innovation>. Accessed June 10, 2019.

<sup>3</sup> McLeod P, Lobel S, Cox T, Jr. Ethnic diversity and creativity in small groups. *Small Group Research* 1996;27:248–64.

<sup>4</sup> Chamorro-Premusic T. Does diversity actually increase creativity? Harvard Business Review [online] <https://hbr.org/2017/06/does-diversity-actually-increase-creativity>. Accessed June 25, 2019.

<sup>5</sup> Hunt V, Layton D, Prince S. Diversity Matters. New York: McKinsey and Company; 2014.