Innovation, Diversity and Market Growth

Research Sponsors:
Bloomberg LP, Bristol-Myers Squibb, Cisco, Deutsche Bank, EY, Siemens, Time Warner
How We Define Innovation

An idea is innovative when it drives value in the marketplace

Envisioning
Generate transformative ideas

Endorsing
Win buy-in from decision makers

Developing
Transform vetted idea into product, process or service

Deploying
Roll out product, process or service
How We Define Diversity
The Two Dimensions of Diversity

**Immutable**

INHERENT DIVERSITY
- Age
- Gender
- Race/Ethnicity
- Religious background
- Sexual orientation
- Socio-economic background
- Language skills
- Disability
- Nationality

**Mutable**

ACQUIRED DIVERSITY™
- Cultural fluency
- Generational savvy
- Gender smarts
- Technological literacy
- Cross-functional knowledge
- Global experience
- Military experience
- Language skills

**Inclusive Behaviors:**
- Empowers decision-making by team members
- Takes advice and implements feedback
- Ensures everyone gets heard
- Shares credit for team success
- Gives actionable feedback
- Makes it safe to risk proposing novel ideas

© 2013 Center for Talent Innovation
This is copyrighted material and not to be shared or distributed
Inclusive Leader Behaviors Foster a Speak-Up Culture

- Share credit for team success
- Ensure everyone gets heard
- Empower team members to make decisions
- Take advice and implement feedback
- Give actionable feedback
- Make it safe to risk proposing novel ideas
The Diversity Dividend

Employees in companies* WITH 2-D diversity are

70% MORE LIKELY to see their company capture a new market

45% MORE LIKELY to see their company improve market share

than employees in companies WITHOUT 2-D diversity

* Employees in companies

© 2013 Center for Talent Innovation

This is copyrighted material and not to be shared or distributed
Ideen von Vielfältigen Individuen
Hit a Chokehold

**Envisioning**
Generate transformative “out of the box” ideas

**Endorsing**
Win buy-in from decision makers

**Developing**
Transform vetted idea into product, process or service

**Deploying**
Roll out product, process or service

Diverse ideas neither seen nor evaluated

Diverse ideas rejected and/or put on hold

56% of leaders don’t value ideas they don’t personally see a need for

© 2013 Center for Talent Innovation