

# Leading to Find Value in Diversity: Leadership, Diversity Beliefs, and Group Performance

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# Work group diversity

- Increasing levels of work group diversity
- Diversity offers assets, but also liabilities

# Group information elaboration

- Harvesting value in diversity:
  - Using diverse resources
    - Group-level information elaboration
  - Preventing social categorization
- Diversity beliefs

# Dealing with diversity

- Team leadership in diverse teams:
  - Emphasizing similarities and downplaying differences in order to find common ground
  - Emphasizing positive value of diversity and ways to benefit from it

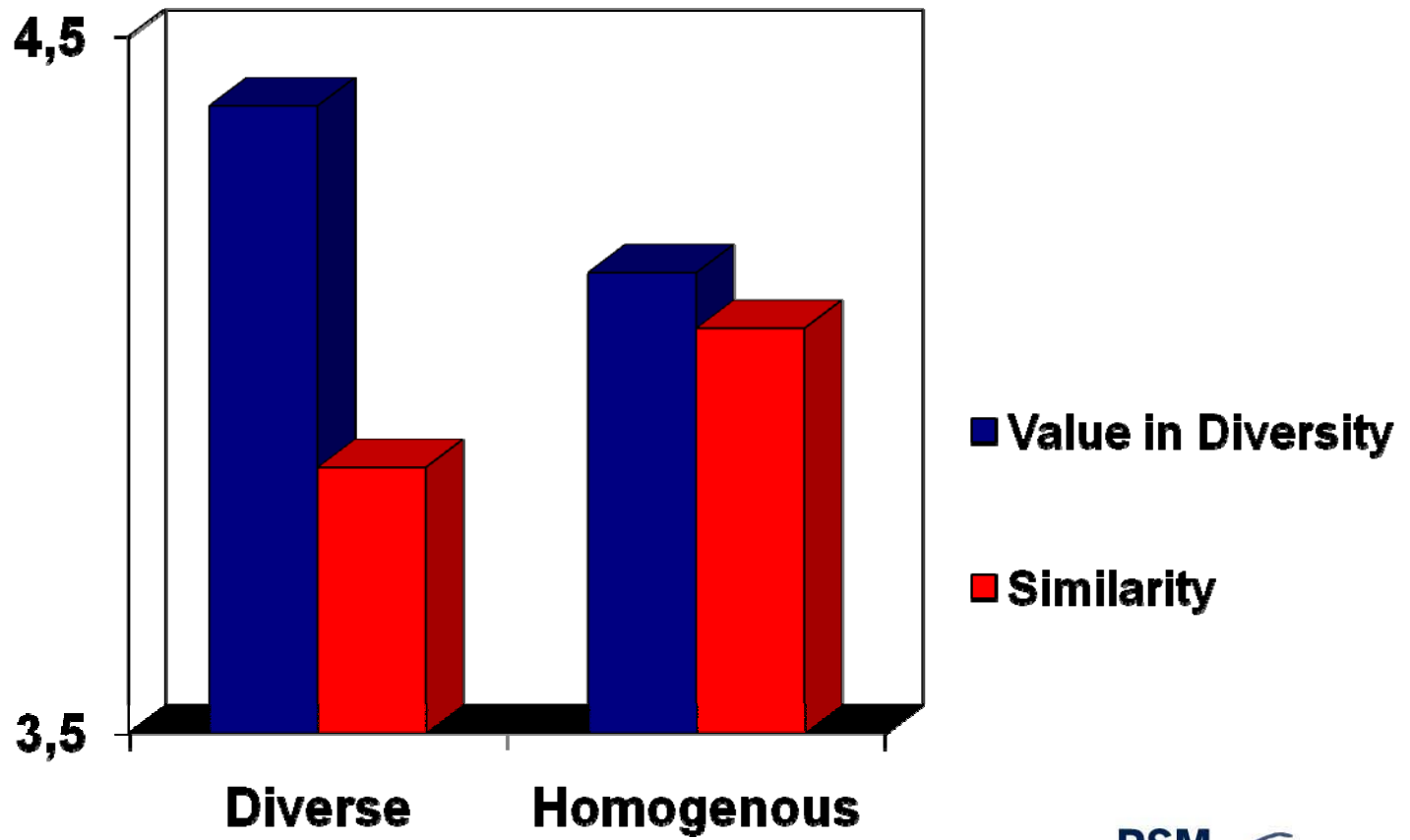
# Method

- 2 (Diversity: yes/no) x 2 design (Leadership: emphasizing similarities/ emphasizing diversity)
- 60 3-person decision making groups
- Decision Making Task
  - adaptation of Towers Market
  - crucial information distributed over group members

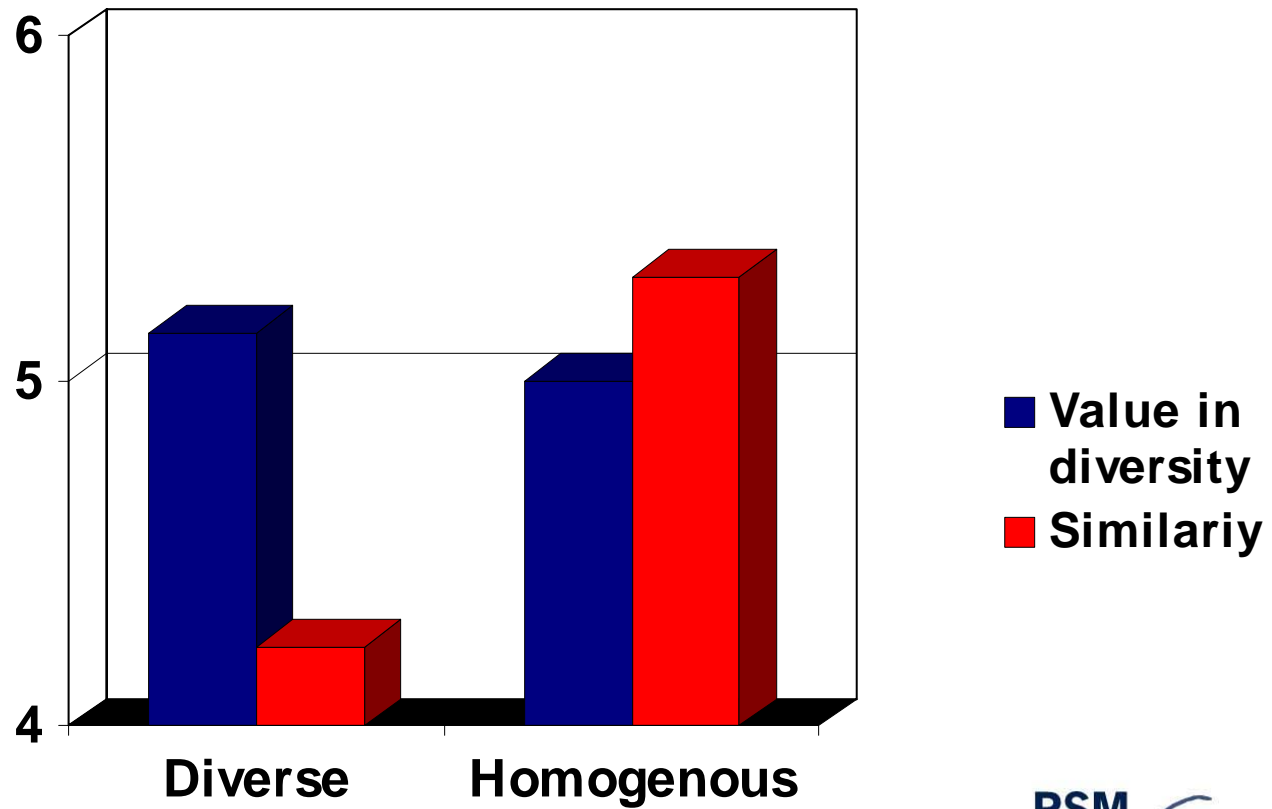
# Method

- Diversity beliefs 7 items  $\alpha = .64$
- Group information elaboration: audio-video recordings of group processes
- Group decision quality: objective performance score

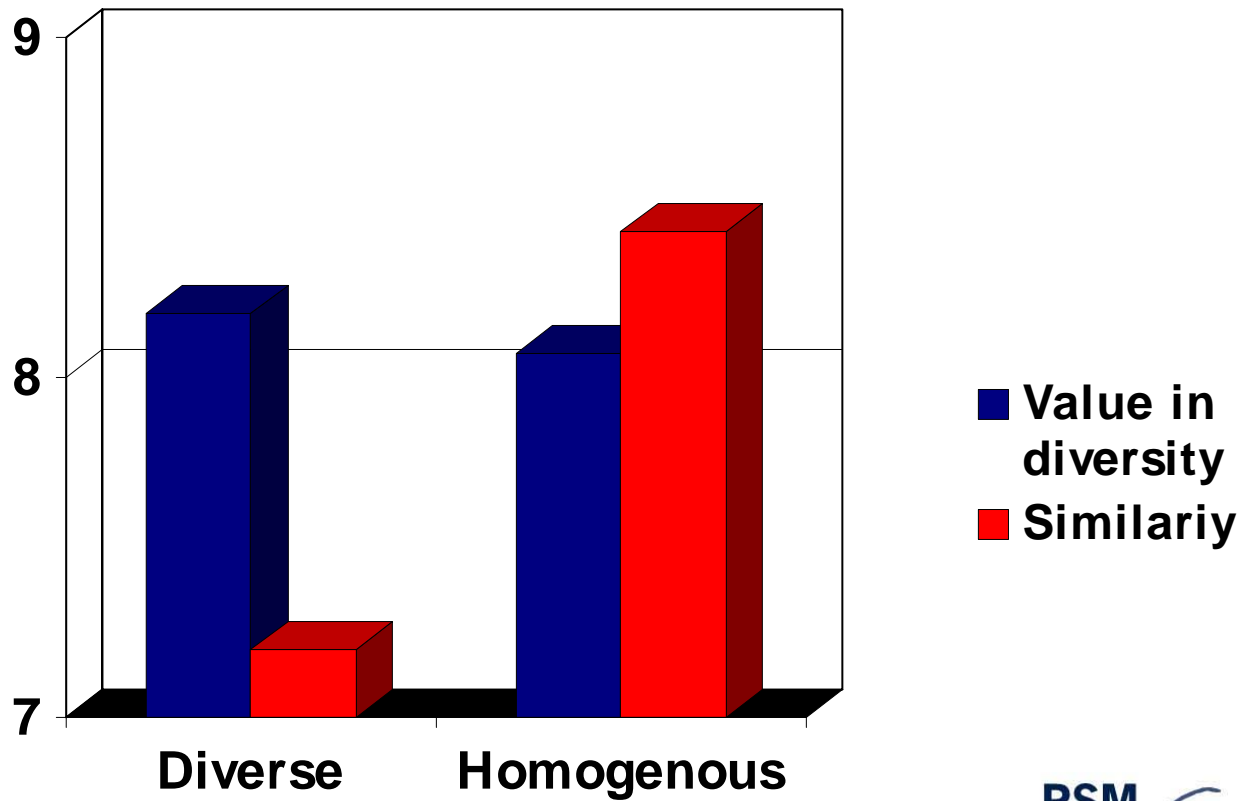
# Results – Positive diversity beliefs



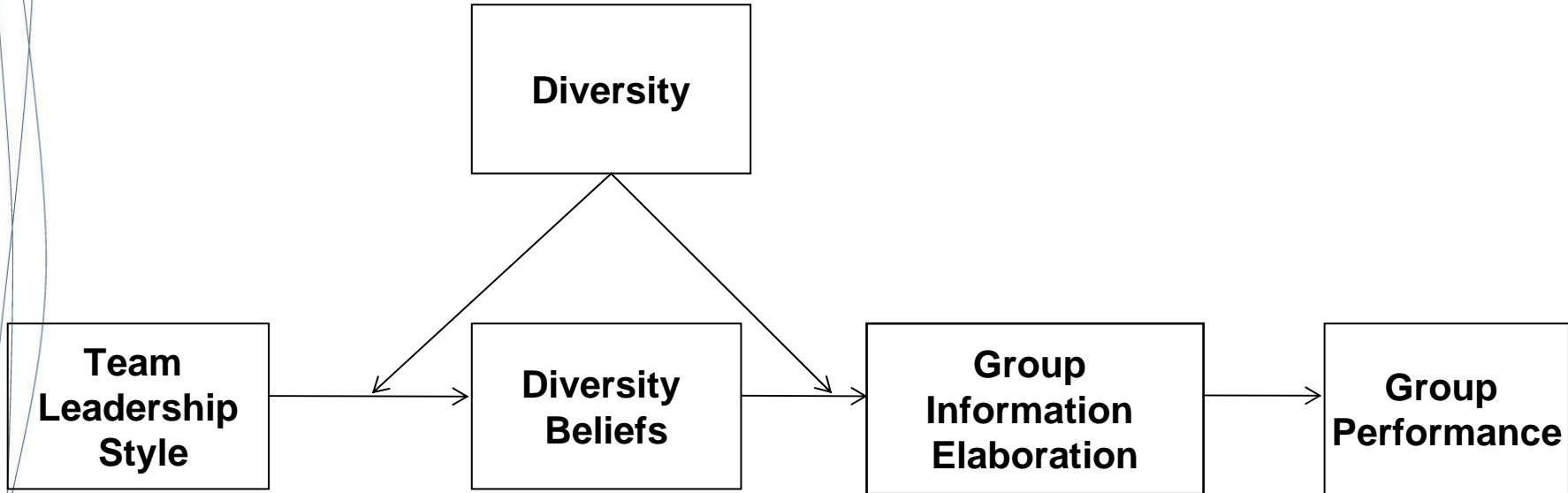
# Results – Group information elaboration



# Results – Group decision performance



# Results – Mediated moderation



• Tested as two models using bootstrapping

# Conclusion

- Diverse teams can perform just as well as homogenous teams (or even outperform them...)
- Suppressing diversity is no optimal strategy for dealing with diversity