**Enabling Digital Transformation: Leveraging Cognitive Diversity**

**Q&A**

**When you have a team of 11, 5 are strong brainstormers & 6 are strong in operations...do you invite the operators into the brainstorming session or only show the results to the operations people?**

I suggest including the operations perspective in the early brainstorming activity. They will likely see both opportunities and potential barriers that the more exploratory people won’t and visa versa.

**Another axis is how well you can move off your 'Dot'. Some can move between modes and some cannot. This is a predictor of success.**

Actually, the two dimensions (attachment and exploration) that determine where you are on the floor does not typically change. It is set in adolescence and does not typically change. It is the third dimension (the management of complexity) that helps someone play a different role. The higher a person is on the management of complexity the more they are able to “see” and “contribute” to different areas on the floor. Think of being high in an airplane and seeing the entire landscape as opposed to being in a car and only seeing your immediate surroundings. This dimension can change as we gain more experience. It does not change for everyone. Some people are born specialists and stay specialized their entire career. Others start out a specialist and get higher on this axis. Still others, are practically born generalists and remain so.

My son is a good example of someone who seems to be getting higher on the management of complexity axis. I first used this instrument on him when he was 17 and a senior in HS. He was exploration oriented, content attached, and a specialist (low management of complexity). He’s now finished his second year at Purdue, studying Data Visualization (in Nate’s Department!). He retook it last week and he stayed in the same spot on the floor, but his management of complexity score was about 20% higher than the first time. My guess is that if he took it again in a few years (as his world gets even bigger) he will score even higher on the management of complexity

**Did Purdue pay for the Cube access? How much does it cost? I’d like the option for some of the teams we support.**

Yes, Purdue paid for this. If you are interested in bringing this tool into your organizations please contact me. I can go over options, pricing, its.

**Can teams be successful if all are center mass (fit in operations)?**

It depends on what they are working on. A “complex” challenge will likely be better addressed by a more diverse group. That being said, a center mass is probably going to be less colorblind that a team with everyone clustered in one of the corners.

**How was the agility index calculated?**

The Strategic Agility Index score is something I developed. As you might imagine, there is a numeric score that places an individual in the cube. It is a formula that uses a simple standard deviation calculation to determine how clustered or dispersed a team is in the cube.

**Ditto on the ability to do this study in our own teams - would like to assess a few teams here.**

See above

**So cognitively diverse teams are more successful. But do they encounter more conflict along the way?**

They certainly can. “Group Think” can happen quite quickly with a team that has little cognitive diversity – little disagreement, etc. A more diverse team will require attention to psychological safety and will need a bit more time for dialogue and consensus. Conflict can arise. Recognizing conflict as a potential strategic advantage (seeing a challenge from different perspectives) and having the right process for dialogue is a way to harness the benefit of the cognitive diversity without delaying the process too much is key. We offer another solution called Strategic Doing that can help with that.