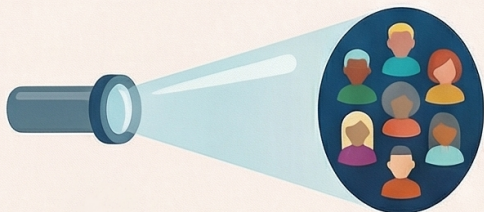


Beyond Demographics:

A New Framework for Performance & Inclusion

THE PROBLEM: HOW CURRENT DEI FAILS



DEI has been reduced to a single metric: demographic representation.

This narrow focus ignores critical factors like cognitive and socioeconomic diversity.



The “Diversity = Profit” link is not supported by rigorous research.

Influential studies are not reproducible, and mandated diversity can even harm firm value.



This creates a “zero-sum game” with negative consequences.

It can lead to resentment, stigmatization of “diversity hires,” and team friction.

THE SOLUTION: THE POTENTIAL, SYNERGY, & INCLUSION (PSI) FRAMEWORK

1. Focus on POTENTIAL:
Assess future capacity, not just past achievement.



Recruit talent by looking beyond credentials to see resilience and growth trajectory.



2. Build for SYNERGY:
Create the best team, not just a collection of stars

Prioritize complementary skills and cognitive diversity (different thinking styles) to drive innovation.



3. Cultivate true INCLUSION:
Foster psychological safety for debate and dissent.

An inclusive culture allows all ideas to be challenged, leading to better outcomes.