

# 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.