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# LEVERAGING DIFFERENCE



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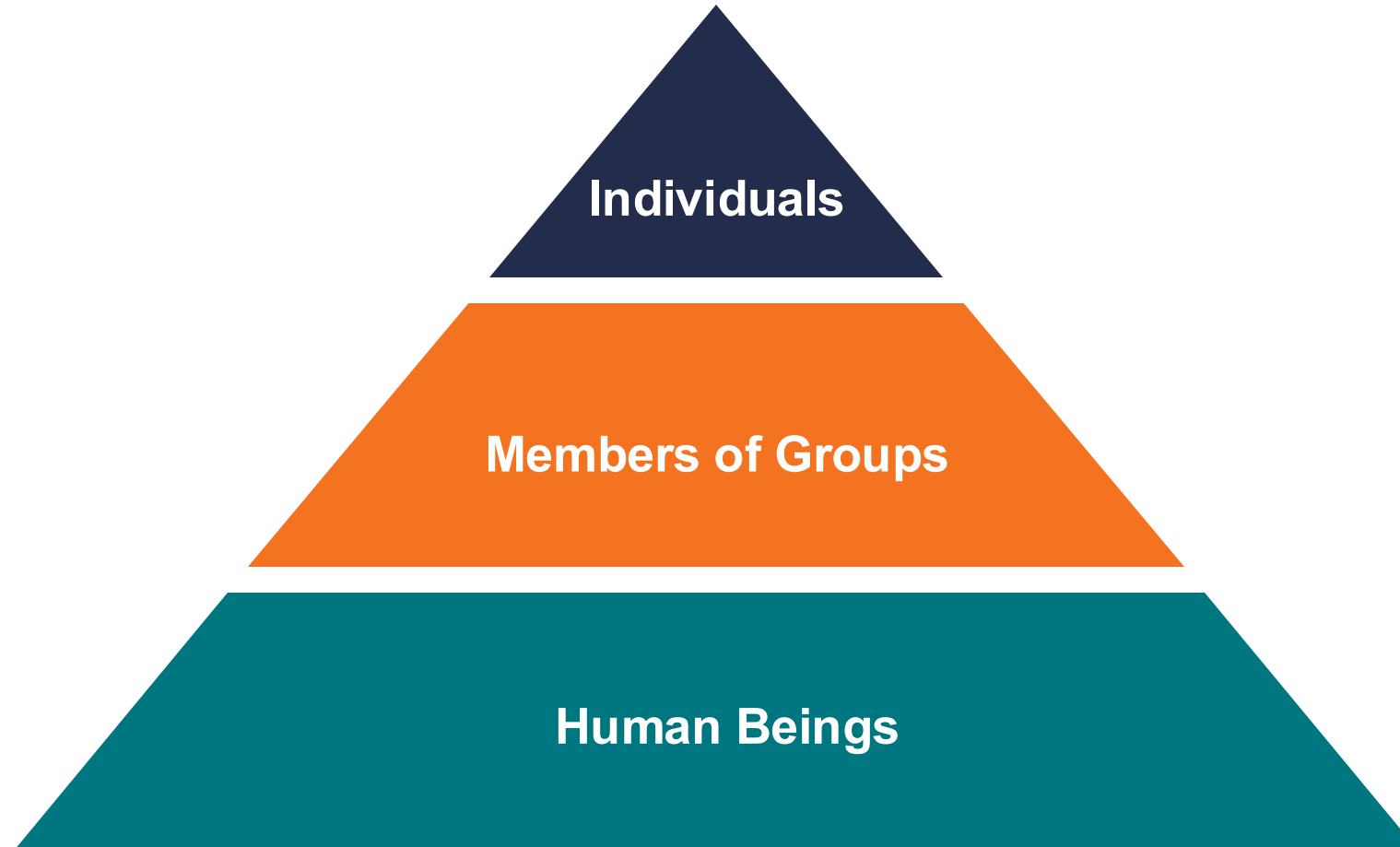
Professor Martin N. Davidson



DARDEN SCHOOL  
of BUSINESS

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# Facets of Our Identity



Source: Adapted from Hofstede (1994)

# The Key to Creating Value from Diversity is Leveraging Difference

Capitalizing **consistently** on **relevant** differences to achieve an organization's mission and goals

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# CONTEXT

## MANAGING DIVERSITY

### U.S. Focus



## LEVERAGING DIFFERENCE

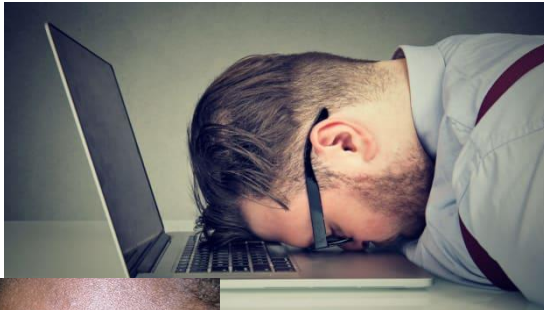
### Multiple Cultural Contexts



# Leadership Perspective

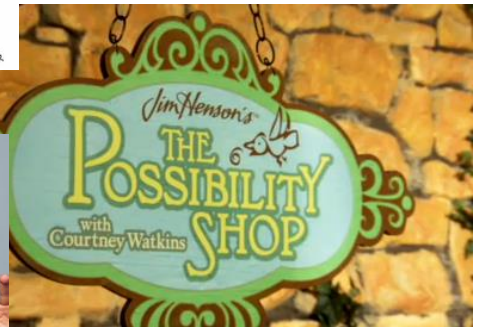
## MANAGING DIVERSITY

Problem to be Solved



## LEVERAGING DIFFERENCE

Opportunity to be Explored





# Scope of Difference

## MANAGING DIVERSITY

Narrower set of differences matter



## LEVERAGING DIFFERENCE

Strategically broad set of differences matter



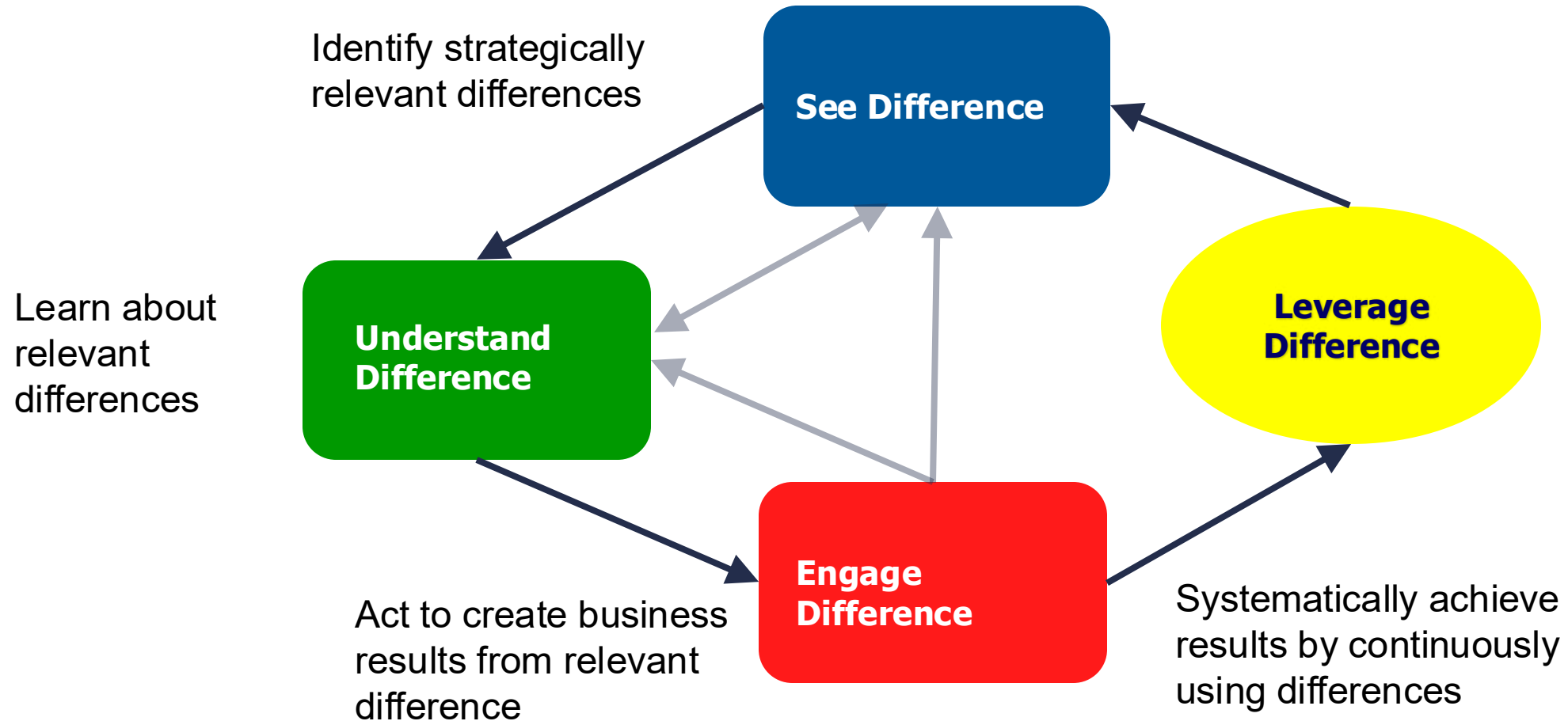
SCIENCE IS THE ATTEMPT TO  
MAKE THE CHAOTIC DIVERSITY  
OF OUR SENSE EXPERIENCE  
CORRESPOND TO A  
LOGICALLY UNIFORM SYSTEM  
OF THOUGHT.

ALBERT EINSTEIN

ABOUTALBERTEINSTEIN.COM



# The Leveraging Difference Cycle





“Take from the margin to  
rethink the whole.”

– LANI GUINIER