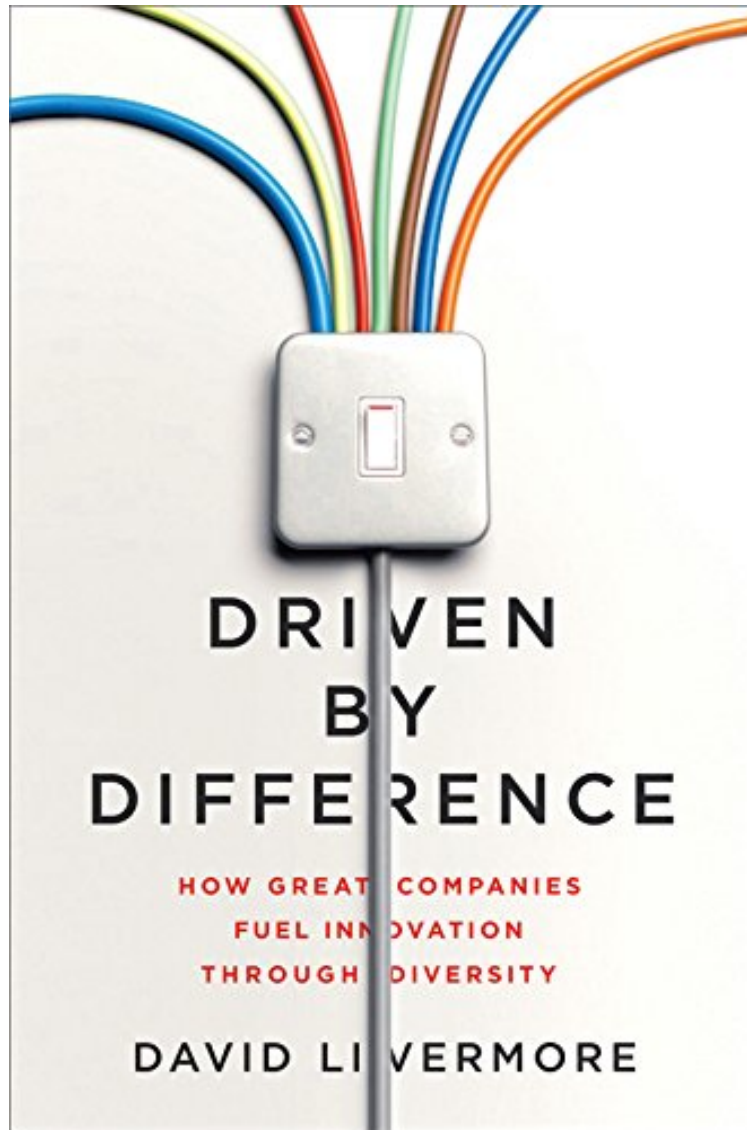


Driven by Difference: How Great Companies Fuel Innovation Through Diversity

David Livermore

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David Livermore : Driven by Difference: How Great Companies Fuel Innovation Through Diversity before purchasing it in order to gauge whether or not it would be worth my time, and all praised Driven by Difference: How Great Companies Fuel Innovation Through Diversity:

1 of 1 people found the following review helpful. Five Stars By Donna Beltran Excellent book with practical application. 2 of 2 people found the following review helpful. This book makes sense and yes it will make a difference By Daniel B. Beaulieu This book makes sense Diversity is a key to innovation in fact I strongly believe as

many other well-minded people that diversity has always been the key to a great America. The more diverse we are as a country the better we will be as a country despite what certain politicians want you to believe today. And yes this is what this book is all about. Author David Livermore takes this premise and takes it all the way to the point where he teaches us to not only understand diversity but how to encourage it, use it, capitalize on and make it work for our companies. He even takes us through some examples of designing physical spaces that will encourage creativity through diversification. But that is just one of the more obvious things you'll learn in this book. I love the chapters on not only listening but hearing one another. By learning why one certain group does things one way and gets to the same point as another group that does it a completely different way. He shows us how to get ideas from diverse teams, how to productively encourage and benefit from differences of opinion. He demonstrates how some diverse teams have broken down stereotypical assumptions while opening up dialogue that gives people insights into one another, the way they think and why they think this way. But you know what the most important lesson this book teaches? That we are all going to benefit a lot more from our differences when we respect one another. When we take the time to pay attention to each other and make a concerted effort to walk in each other's shoes. The message is simple. Let's respect one another, let's look out for one another, let's learn from one another and most importantly let's create better organizations by celebrating both our similarities and our differences. Thank you Mr. Livermore for this book. It represents an important building block in understanding diversity and its role in corporate culture.

2 of 2 people found the following review helpful. GoodBy DarrenIngram_dot_com Businesses are told to celebrate and embrace diversity in the workplace with the promise of new perspectives, innovation and greater success. Yet in far too many cases these promises are not being realised. Why is this? This book aims to look at the problem and offer a solution; it might not be necessarily the solution you expect, but the reality can be better than the expected dream. Good, quality management and a shared, inspired vision is necessary for success, notes the author, and he draws liberally from many companies who are reaping the benefit of multicultural team working to help the reader transform their workplace. Of course, it is by no means a simple process that can be resolved overnight, yet neither is it an insurmountable problem. There may be many tears and much frustration along the way, made worse by a possible clash of cultures and beliefs, yet there can be light at the end of the tunnel. In any case, the author makes a compelling, persuasive argument and has kept hyperbole and impossible dreams at bay with this book. Just mixing up groups of people does not automatically lead to any innovation or improvement, yet a careful nurturing of a diverse group can bring additional perspectives, values, opinions and experiences to the party that itself can lead to better things being developed. Although for this to work, it does need a supporting and nurturing culture to underline it. Sadly, as a society we are increasingly conditioned to fear the different cultures that we meet, particularly so we don't create intentional offence. The end result is that people may shy away or mumble platitudes before moving on; losing the benefit of closer interaction and familiarity with those who are "different". Any attempt to get different cultures living, working, cooperating and developing together can only be good. It does not threaten our own existence or values either. Cultural intelligence and understanding is good, as long as it is not used just as a defensive measure. This is why this reviewer particularly appreciated this book, as it was prepared to have a "grown up conversation" about different cultures. It was not evangelising for the sake of it, but it took a serious, cold look at an important subject that can, for many, be very beneficial. Overall there was an interesting mix of information and themes coursing through the book. The style was a bit mixed and at times it felt as if it started to go out of focus and tap its primary meaning, nonetheless it is still a worthy, interesting read. Trust the book and you will find it is about much more than just how to get people from different cultures working together in a company. Read it and discover it for yourself!

Today's workforce is more diverse than ever before. But despite new perspectives and talents, the promise of increased innovation rarely materializes. Why are so few businesses seeing results? Studies show that diverse teams are more creative than homogenous ones—but only when they are managed effectively. The secret is to minimize conflict while maximizing the informational diversity found in varied values and experiences. To do this, both leaders and team members need a high level of cultural intelligence, or CQ. Drawing on success stories from Google, Alibaba, Novartis, and other groundbreaking companies, *Driven by Difference* identifies the management practices necessary to guide multicultural teams to innovation, including how to: Create an optimal environment Build trust Fuse differing perspectives Align goals and expectations Generate fresh ideas Consider the various audiences when selecting and selling an idea Design and test for different users Cultural differences can lead to gridlock, or they can catalyze innovation and growth. This research-based plan turns diversity's potential into economic reality.

"Comprehensive and systematic, *The Cultural Intelligence Difference* provides a useful roadmap to anybody seeking to navigate the uncharted oceans of diverse cross-cultural situations." --Young Upstarts "The author uncovers five key elements that play a powerful role in whether diverse teams innovate or not." --Consulting Magazine "practical, tangible and gives new energy to creating a diverse team" if you need to create a more culturally aware team, this is a great book to help you get started. --Junkyard Wisdom "hellip;an

exceptionally thoughtful and thought-provoking book." --Blogging on Business "Trust the book and you will find it is about much more than just how to get people from different cultures working together in a company." --Autamme "David uses real case studies to bring his ideas to life for the reader...provides a clear roadmap to understand the process of exploring potential opportunities and challenges." --PM World Journal "The best part of Driven by Difference is the confident and comprehensive, yet nuanced, tone the author takes on diversity...extremely helpful insights." --Small Biz Trends "Offers a solid architecture for being inclusive, for motivating productivity while spinning innovation through the world of work...this reader highly recommends adding the book to your 'must read soon' list." --TD Magazine

From the Inside Flap Does a workforce with different values and experiences really lead to better ideas, greater innovation, and tighter relationships with customers? Absolutely, but only if you manage this diversity effectively using cultural intelligence. David Livermore is the nation's foremost expert on CQ, and in Driven by Difference, he shows you how to nurture various points of view, then turn them into new solutions. Drawing on a vast body of research into creativity, innovation, and social psychology; surveys, interviews, and focus groups with thousands of professionals; and success stories from Google, Alibaba, Novartis, IKEA, PG, and many others, Driven by Difference explains how to:

- Create physical environments that foster focused thinking
- Learn to see things as others, including customers, do
- Redesign the physical space to serve as an idea incubator
- Build trust among diverse colleagues and clients
- Generate new ideas from diverse teams, and select and pitch the most promising ones
- Design and test ideas for a diverse range of users
- Defuse conflicts and build cohesive teams

"When you see through another set of eyes, you gain the opportunity to see possibilities that you otherwise miss," explains the author. Driven by Difference helps you align diverse values, expectations, and styles, moving fractious groups into a dynamic workplace culture that consciously innovates and drives growth. David Livermore, Ph.D., is president and partner at the Cultural Intelligence Center, a research institute at the forefront of CQ assessment and development. He has consulted for and trained leaders in 100 countries. The author of several books including Leading with Cultural Intelligence and The Cultural Intelligence Difference, he has been cited by The Economist, Forbes, The New York Times, The Wall Street Journal, and other international media. Connect with him: Twitter: @DavidLivermore Facebook: leadingwithculturalintelligence www.DavidLivermore.com

From the Back Cover Advance Praise for Driven by Difference

- "In a globalized world, the importance of cultural intelligence is increasingly evident. This book provides a compelling and refreshingly practical account of how and when to use CQ to drive higher levels of innovation performance." -- Paul Polman, CEO, Unilever
- Livermore makes a strong, science-based case for why diversity and cultural intelligence matter more than you think. Rooted in research and amplified with powerful case studies and examples, this book is an essential read for those hoping to leverage an increasingly diverse workforce to drive innovation." -- Daniel H. Pink, author of To Sell Is Human and Drive
- "This book is a must-read for any leader wishing to develop more culturally innovative teams and organizations. Dr. Livermore's in-depth research provides the missing link to diversity efforts that are not being fully leveraged." -- Andrea Kelton-Harris, Sr. Diversity Leader, Harvard University
- "The futurist Marshall McLuhan was right...we now live in a global village." But few companies are able to embrace this complexity to create new value through innovation. Filled with numerous examples and straight talk on how to drive culturally intelligent innovation, Driven by Difference should be mandatory reading for your entire team." -- David Butler, Vice President of Innovation, Coca-Cola
- Despite the increasing prevalence of diverse teams, the value and possibilities of that diversity are often squandered. That result is no longer inevitable. Driven by Difference presents an intriguing, compelling, and thought-provoking approach to unleashing the creative and innovative potential of diverse teams." -- Anthony Mayo, Director of Leadership Initiative, Harvard Business School
- For more than two decades, there has been a discussion of the link between diversity and innovation. This book succeeds at advancing our knowledge of this link by providing the frameworks and practices that guide us to think and act culturally intelligent as we leverage diversity to innovate." -- Lynn Wooten, Ph.D., Associate Dean, Ross School of Business, University of Michigan
- Through concrete research and real-life examples from across the globe, David Livermore's new book shows us how diversity can be consciously linked to innovation." -- Anindita Banerjee, Ph.D., Renaissance Strategic Consultants, India