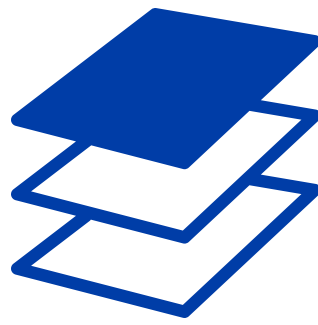


# Ask the Expert: Diversity in Teams



“How do you manage the dynamics of a team that is comprised of an equal mix of more tenured people and newly hired individuals?”

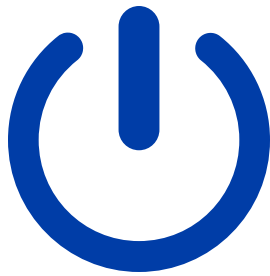
## Overcoming Faultlines in Teams



### What the Research Says...

- Teams can become divided into subgroups based on differences in backgrounds, experiences, and values ([Thatcher & Patel, 2012](#)).
- Faultlines become even more powerful if characteristics are "layered" on top of each other ([Meyer & Glenz, 2013](#)). For example, if all new hires are also remote employees, while more tenured colleagues work in the office, this would be a stronger faultline.
- Faultlines often become "activated" depending on the tasks a team is completing ([Ellis et al., 2013](#)).

## Fracturing Your Team's Faultlines



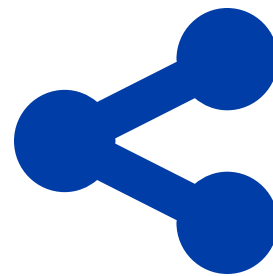
### De-Activating Faultlines

Team leaders may be able to anticipate when faultlines become activated.

For example, ask yourself:

- Do groups of team members have different backgrounds and experiences?
- Could these groups disagree when discussing an upcoming task or decision?

Answering these questions in advance may allow you to acknowledge and then overcome these divides.



### Emphasize the Collective

Team leaders and their members can also re-orient themselves to the team's Core.

Ask yourselves:

- What is most important for achieving our goals and objectives?
- How does this task or decision relate to our team's purpose?

Answers to these questions can help each side of the divide come back together as a team.



### Next Steps

- Faultlines are a natural consequence of creating a diverse team. When putting a team together, or adding new members, you might think about how certain backgrounds and expertise could fit together to create a potential faultline.



### Additional Resources

- CCL has developed the REAL framework to help leaders maximize the benefits of diversity in their teams.
- [Learn more here!](#)