

*We possess incredible capacity to think differently. These differences can provide the seeds of innovation, progress, and understanding.*

# Scott E. Page

Professor, University of Michigan  
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## HIGHLIGHTS

Scott Page researches how diversity **improves performance and decision making**, when ‘diversity’ means what we look like on the outside, rather than what we look like within—the tools and abilities that make each of us unique. Scott’s key insight:

Groups made up of intelligent people who are *inwardly diverse*—that is, who have different perspectives, mindsets and ways of solving problems—can **make more accurate predictions** and **solve problems more effectively** than groups of ‘experts.’

He is the author of *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*, about **how we think** in groups and **why collective wisdom works**.

Scott also studies **complex systems**. He is the author of *Complex Adaptive Systems* and is on the external faculty of the Santa Fe Institute, the world-renowned research center dedicated to using complexity science to solve human problems.

Scott Page is professor of complex systems, political science and economics at the University of Michigan. He also is a senior research scientist at Michigan’s Institute for Social Research and associate director of the Center for the Study of Complex Systems.

He consults with corporations and nonprofits on market performance and organizational performance.



## CREDENTIALS

Professor of complex systems, political science and economics, University of Michigan

Author, *The Difference*, *Complex Adaptive Systems* and *Diversity in Complex Systems*

External faculty member, Santa Fe Institute

Senior research scientist, Institute for Social Research, U of Michigan

Associate director, Center for the Study of Complex Systems, U of Michigan

Fellow, Center for Advanced Studies in Behavioral Sciences

*Improving collective performance & decision making through diversity.*

Professor, University of Michigan  
External Faculty, Santa Fe Institute

## *THE DIFFERENCE*

Why can teams of people find better solutions than brilliant individuals working alone? And why are the best group decisions and predictions those that draw upon the very qualities that make each of us unique? The answers lie in diversity—not what we look like outside, but what we look like within, our distinct tools and abilities. In his book *The Difference*, Scott Page explains how to use diversity to improve an organization’s predictions, decisions and problem-solving capabilities.

Moving beyond the politics that cloud standard debates about diversity, Scott discusses why difference beats out homogeneity, whether you’re talking about citizens in a democracy or scientists in the laboratory, and why diversity trumps ability. He examines practical ways to apply diversity’s logic to a host of problems, and along the way offers surprising examples, from the redesign of the Chicago “El” to the truth about where we store our ketchup.

The book links to smart mobs, wise crowds, identity diversity, globalization, and interdisciplinary science. . . The same logic that shows how cognitive diversity improves the performance of a predictive market can show how including identity diverse—and experientially and vocationally diverse—people improves the performance of a problem-solving team.



## ECLECTIC RESEARCH

A popular teacher and speaker, Scott studies how social, political and economic systems work. He has published articles on an unusually wide range of topics, from public good provision, electoral competition, segregation, and city formation to culture, standing ovations, chain stores, exurban sprawl, and the benefits of diversity.

Diversity  
trumps  
ability.

*PROGRESS DEPENDS AS MUCH ON  
OUR COLLECTIVE DIFFERENCES AS IT  
DOES ON OUR INDIVIDUAL IQ SCORES.*