

1.

Title card

2.

Coming up in this session we'll be breaking down exactly what is meant by agile working and how it applies to your team and network, and how in turn that forms communities. Out of an agile approach comes innovation and we'll see some examples of how that's manifested for networks. You'll get tips on how to influence change through design interventions and closing with inspiration from nudge theory and tackling bias.

3.

For a few slides at least we're going to resist the temptation to jump straight into technology and online tools that you might associate with agile practice, sprints and scrums, and think instead about the principles that underpin this movement. To do that, we need to briefly consider what came before.

In 20th century bureaucracy, organisations were seen as vertical, where strategy gets set at the top and power trickles down. Big leaders appoint little leaders and individuals compete for promotion. Tasks are assigned and managers assess performance.

The purpose of this vertical world is largely to make money for shareholders, including the top executives. The communications were top-down with values based on efficiency and predictability. The key to succeeding was control to preserve the gains of the past. This tended to lead to a workforce who were dispirited and had a hard time with innovation. Now you might be thinking - this still exists today. And you're right. But the reason we've segmented and oversimplified the approaches like this, is to show the increasing popularity of agile in the 21st century. So let's go there now.

4.

The purpose of the modern, post-bureaucratic organisation is to delight customers. Making money is the result, not the goal of its activities. Its focus is on continuous innovation, favouring enablement, rather than control. It aspires to liberate the full talents and capacities of people doing the work to understand and create the future. Communications tend to be horizontal conversations, which value service over product. For example: banking, not necessarily banks; accommodation, not necessarily hotels; transport, not necessarily cars; health, not necessarily hospitals; and education, not necessarily schools.

These ideas were born from the Agile Manifesto. There's a link in your further reading if you want to see the original version, but we've distilled some of these ideas to show why it's relevant to you as employee networks. Yes, your organisations might not have fully adopted all the principles of agile, but chances are you'll hear some of this language around the office. As established networks, you are in prime position to help your organisation understand the power of networks, and how transformative they can be to the way you work, the way you listen to each other, the way you take strength from each other rather than rely on instructions, and of course, how you innovate and envision the future.

5.

Let's look at three core ideas that highlight how organisations, networks and teams thrive in the context of agile. Agile teams are obsessed with adding more value for customers. They believe there is only one valid purpose of an organisation, to create a customer (taking "customer" to include "end-user" even if your organisation is not one that produces a product). They all stress getting close to customers, understanding them, interacting with them, drawing on customers, changing their organisational structures and doing whatever is necessary to add value to customers. In some cases, customers become almost part of the organisation. By looking externally more often, agile organisations are given to a growth mindset, meaning they believe they can always improve. Teams that are seen to perform well may feel they want to preserve the way they do things, and so defend this existing advantage, but the agile approach is about always seeking new opportunities and so inviting the outside in.

6.

Agile teams emphasise getting big things done in small units. Big complex problems are descaled into tiny pieces that can be handled by these small units or teams, which are often self-organising. Processes and procedures are less important than inspiring energy and innovation. The emphasis is on enablement, rather than control, and with that comes greater accountability, but often greater engagement too. In order to have a balance of skills, the teams are cross-functional, which means that they require a lot of consistent interaction. No individual can just "do their part" and push it up a chain.

7.

Agile environments tend to be run as networks or ecosystems, rather than top-down command-and-control models. They tolerate and even encourage a bit of "organisational messiness." Instead, values and culture are the key features that help maintain consistency and coherence.

In agile organisations, the top management still has the important function of setting direction, and people are still held accountable for getting their job done. But in the nooks and crannies of bureaucracy, poor performers can actually hide more easily. Whereas in a network, transparency enables peer-to-peer accountability. An agile hierarchy is one of competence, not authority. And performance assessment is not whether you have pleased your boss: it's whether you have added value to your customer and made the network stronger.

Networked communication means that anyone can talk to anyone. Ideas can come from anywhere, including customers. As a network, the organisation becomes a growing, learning, adapting living organism. When done right, continuous delivery of more value to customers from less work results in a more positive impact.

8.

Networks may describe how people connect, it's the communication and collaboration system. But the people who are connected might be thought of as a community.

Typically networks have been known to represent certain characteristics, cultures and interests. But you may have been challenged more recently to find a role for allies and engage them in your activities. In other words, drawing in people who were previously outside your community. Look at how communities are supporting each other in times of crisis, and I think this helps set an example of how network members and allies can and should work together under an agile philosophy.

The writer George Monbiot did a round-up of some of the mutual-aid groups that proved so vital during the Covid-19 pandemic:

"In India, young people have self-organised on a massive scale to provide aid packages for "daily wagers": people without savings or stores, who rely entirely on cash flow, that has now been cut off. In Johannesburg, communities have made survival packs for people in informal settlements: hand sanitiser, toilet paper, bottled water and food. In Cape Town, a local group has GIS mapped all the district's households, surveyed the occupants, and assembled local people with medical expertise, to step in if the hospitals are overwhelmed. In Belgrade, volunteers organise virtual coffee mornings and crisis counselling. In Prague, students are babysitting the children of doctors and nurses. In Ireland, two women have set up a national SMS service for people who cannot buy groceries or medicines, so that local community groups can deliver them."

It goes on, the full article and further reading is available in your Materials tab. The point is that formal, hierarchical processes have their limits, and when people who are vulnerable, or on the fringes need help, it is often networks of people who form a community around a common goal that pick up the slack. Where a network is your system, a community is what unites you. Articulating why you want people to be an active part of your community is going to be more impactful than explaining how your network operates. So bare that in mind as you recruit new members, and look for the value they can add in the grey, improvisatory space that surrounds your regular network activities.

Monbiot says: "You can tell a lot about a society from its quirks of language. We repeatedly misuse the word "social". We talk about social distancing when we mean physical distancing. We talk about social security and the social safety net when we mean economic security and the economic safety net. In reality, while economic security comes (or should come) from government (and I would say here businesses too), social security arises from community. One of the extraordinary features of the response to the covid-19 pandemic is that, during this self-isolation, some people, especially elderly people, feel less isolated than they have done for years, as their neighbours ensure they are not alone."

So while you're thinking about your communications, whether you're called a resource group or a network formally, you may want to consider varying the terms you use for different audiences who may not fully understand your strategy, governance or allyship, but can offer help as part of an agile community.

9.

Now it's time to think about some of the typical technology that enables agile working,

particularly at a time when more people are working remotely.

I wanted to use a global example of where an organisation is trying, but with some struggles, to operate as a connected online network, and so I was led to think of the UN. I was surprised to learn that the COP26 UN climate change conference which was set to take place in Glasgow in November 2020 was postponed due to COVID-19. Of course the pandemic was a crisis, but so is climate change. Can we really only solve one problem at a time? And isn't it ironic that experts in climate change can't operate online but need to fly in to the same location? You may recognise some parallels in your workplace where an issue close to your heart was shelved in favour of seemingly more urgent matters, and it's frustrating.

In your further reading we've put a link to an article which gives voice to some of the delegates who would be more affected by running this purely online, and unsurprisingly, they're from developing countries. Issues like poor connectivity and slow translation mean they're already on the backfoot in getting their voices heard. But there are also things like not being able to read body language, engage with cultural nuances, be able to congregate in smaller groups to amplify their messages. There's a general lack of trust that technology will be the enabler that some people believe it is. Online meetings in times of crisis also tend to be shorter, with stricter rules around what is a priority, and so the strong-willed majority end up taking power.

I still don't think postponing such an important event is the answer, and that we'll only ever be able to function as a network if we gather face-to-face. Taking the time to understand these problems and then solve them is a much better route. Build trust in technology by showing your network that you won't leave them behind if they're not up to speed. Ensure everyone has access, can use the software, has space to be heard, rotates roles, and is organised to the point where it can accommodate some messiness.

Urgency cannot be an excuse to silence voices, and a lack of trust cannot be an excuse not to find solutions in technology.

Read more about this if you wish, then consider how your network is managed in a way that best uses technology, builds trust, and understands urgency.

10.

The Inclusion Initiative at LSE produced this report during the Covid-19 pandemic which saw organisations shift their face-to-face collaboration online, many for the first time. Although we understand that two heads are better than one, and most of us realise that greater diversity of thought and experience yields even better results, this doesn't often happen in practice. And so within this guide they try to tackle tips for making sure everybody gets included within the virtual space. The whole report is available to you in your further reading, but here are some relevant highlights.

Presence:

Physical distance can also cause psychological distance, and this applies to a worker and their place of business. Taking steps to humanise interaction, such as video calls, and actively seeking feedback to show you're listening can help close that gap. Some teams also leave a call open at scheduled times during the day so that people can drop in and out as they wish, to share some social time, or bounce work ideas off each other.

However, an over-reliance on presence as a show of work commitment can also lead to presenteeism and exhaustion. This can be countered by publishing the times when you are not available, using any indicators such as presence signalling to their full extent, and setting core-hours for the team. You should also set expectations that instant responses are not required.

Groups and Groupthink:

During times of uncertainty, people tend to congregate in groups, and find reassurance in their similarities. This is unproductive on many levels and leads to tunnel-vision. It's core to employee networks, and particularly relevant at times of pressure to reiterate the diversity of your customers, and ask whether they are fairly represented when working on a project, or at a meeting. Reminding colleagues that diverse opinions are valued at this time is important too. Auditing is a key tool at this time, assessing how information is being disseminated so that everyone is equally informed, and trying to mend any broken links within the broader network, and by that making sure that everyone has equal opportunity to virtual efforts. Informing leaders that this kind of auditing is happening encourages them to pay closer attention to their own behaviours.

Illusory Correlation:

This is the phenomenon of believing there is a relationship between variables when no such relationship exists, such as seeing virtual presenteeism as a measure of ability, rather than looking at an employees actual output. Likewise confidence in speaking up does not equal competence. While we want to make sure we're measuring the right things in terms of impact, we also shouldn't be linking every mistake to an individual's long-term performance at a time when mistakes will inevitably be made as we go through transition periods..

11.

At Radius we've seen the difference it makes, not only in our own networked operations, but in the way employee networks achieve their goals, to have an online project management tool that all your active network members can use properly. There are so many reasons why moving away from face-to-face "updates" to a permanently available snapshot of what everyone is working on, is a good thing. In a nutshell, it will make your team more agile and productive. You may already use some system like Trello or Monday or Nostromo in your workplace, and if you don't, this is a good opportunity to show your organisation the potential of more agile working - and don't take "IT hurdles" for an answer on this. Let's consider some of the benefits...

It opens up your strategy. With your strategy visible on the screen, not just as a vision or statement, but a series of actions, it helps people to quickly understand what it is you do. Anyone you choose to open your project board up to can then engage with this on their own terms. Some organisations like Trello itself, or the UK Government Digital Service will

put their onboarding process online like this, so as a new starter you work through these tasks, like finding an onboarding mentor or joining an employee network, while getting to know the working process too. You might consider this as a starting point for new members so that they aren't just waiting for news of the next event.

An extension of that is it promotes delegation of work. This can manifest either as active network members being approached by leaders to join specific tasks, or opening the floor to anyone who wants to contribute and be accountable for an item on your project list. Making the work open to all, including what progress is being made, means it reduces potential misunderstanding or frustration when volunteers fail to deliver on their initial enthusiasm. Lack of progress can be addressed early-on, rather than emerge as recriminations further down the line.

By noticing who is achieving in different areas, this also helps you share your skills. You'll want to check you have diverse teams on each project, and that they'll be able to balance each other out and not get carried away with event planning, or communications for example.

By acting on your strategy and inviting open collaboration, it will eventually widen your team beyond the initial passionate members. If every network in your organisation uses a similar project management approach, it means it's also easier for you to work intersectionally and share resources.

By making opportunities to contribute to the network, no matter how small, permanently available, it means contributors can better manage their time. Many graduates have found that since adopting this they are personally able to get more done when they have spare moments, rather than trying to carve out larger meeting times that work for everyone. The work also moves faster because it's not being held up by waiting for the next meeting. You can track progress of individual tasks, but also your general progress as a network, and see where you need to spend more or less time on different areas of your strategy.

Tasks should not disappear from a board as soon as the initial effort has been done, because it's a good reminder to assess your impact. Any time you are able to get data or anecdotes you can add them to the task card, and review them annually, for example, to see which efforts you'd like to recreate, improve, or retire.

And finally, by having contributors attach their name to the task, it helps you visualise the reality of your network. By seeing this as a growing tree, you can assess what needs encouragement, and what needs pruning. We'll think more about this in your sponsors and stakeholders module.

12.

You don't need to be a technical whizz to innovate. Innovation is a result of diverse creative and strategic thinking, as we shall see.

In our time working with employee networks, we've seen lots of innovative ideas arise from real challenges that become business opportunities. Like...

A Gender Network who created maternity wear for engineers.

They found that pregnant engineers were not being provided maternity workwear, and were expected to wear oversized overalls. So they worked with HR to arrange for maternity clothing to be made available to engineers as a companywide standard. The outcome was that engineers felt much more included at work and supported by the business during their pregnancy, leading to an increase in engineers returning to their roles after the birth of their child.

A Veterans Network who helped create more effective military bank accounts.

Serving military personnel were unable to get credit cards due to the lack of a permanent address. So the Veterans network and the banking products department created a PO box number for military personnel to use when applying for credit. They subsequently found a high increase in military applications for credit cards – which positively affected their bottom line.

A BAME network developed a more open culture around race

The network encouraged a Deputy Director to write a blog entitled 'dear white people, we need to talk about race'. The blog had over 3,000 views which was the second most engaged article on the blog site. A survey was tagged on which showed up really striking results (80% saying they agree they find it difficult talking about race.) That information was shared with the Permanent Secretary, which then made the case for a full-time member of staff working on race issues within the department.

A Disability Network identified that customers with disabilities were having to fill out a second loan application for additional fixtures and adaptations when buying a car. So they worked with the credit and loan teams to ensure that the additional fixtures would be covered in the first application, and they did not have to complete the process twice. Both the company and customer saved a huge amount of time, the company created a very positive brand experience and reputation, and loan applications from this demographic increased significantly.

And a prime opportunity for all employee networks is to get involved with user testing of products and services. Employee networks reflect your organisation's broader audience of customers, and so you can be a shortcut to understanding and therefore better serving them. To hear another example of this and how networks can innovate through online collaboration, check out this week's interview with Mark McLane from M&G in your Bonus Content.

13.

This is from a study by Forbes Insights that used surveys and data to track sentiment of how important diversity is as a driver of innovation.

It shows the business case for diversity and inclusion is intrinsically linked to a company's

innovation strategy. Multiple and varied voices have a wide range of experiences, and this can help generate new ideas about products and practices. Survey respondents overwhelmingly agreed that a diverse and inclusive workforce bring the different perspectives that a company needs to power its innovation strategy. This is particularly true for the largest companies. Among companies with more than \$10 billion in annual revenues, 56% strongly agreed that diversity helps drive innovation. Respondents in Asia also were more likely to see a link between diversity and innovation. In the APAC region, 56% "strongly agreed" with this notion, compared to 48% in the Americas and 41% in EMEA.

This sentiment is one you can take advantage of when making the case for your network, as most people seem to readily accept it, even when they're not otherwise supporters of inclusion efforts.

Another study you might find useful is "Structural Holes and Good Ideas" by Ronald S Burt. He argues that opinion and behavior are more homogeneous within than between groups, so people connected across groups are more familiar with alternative ways of thinking and behaving. He describes these people as being "at higher risk of having good ideas."

You may have seen other studies, and there are many of them, that show that diverse teams, properly managed perform better, but this pushes that further to mean specifically in the realms of innovation. At times when your operational demands are under threat, and old ways of working are strained, innovation can emerge as a way to pivot your activities and enhance the resilience of your organisation and network. But with that comes risk of disproportionate accountability in areas that don't succeed as well, and disproportionate praise for individuals when it does.

In his summary, Burt notes that "good ideas emerged, as hypothesised, from the intersection of social worlds, but spread...in a way that would continue segregation between the worlds... the potential value for integrating operations across the company was dissipated in the distribution of ideas."

So in your innovative efforts be aware of reward and recognition not just as a one-off thank you for your efforts, but as a chance to incorporate more networked working practices on a permanent basis, so that inclusive, innovative working and an engaged workforce can become the norm, not just a triumphant user-case from a single spokesperson.

14.

Encouraging innovation is easier said than done, and that's why it's worth considering different ways to collaborate with your network. Agile is a term that's often used to describe innovative work coming out of fast-moving teams, but it has become somewhat corrupted in its meaning. If we're referring to its origins in the agile manifesto, then it's a philosophy or a mindset, not a methodology like scrum, kanban or waterfall.

In a nutshell the idea of agile is the collaborative effort of self-organizing and cross-functional teams, with a strong focus on creating solutions for (and sometimes with)

their customers or end users. It advocates adaptive planning, evolutionary development, early delivery, and continual improvement, and it encourages a rapid and flexible response to change.

So try not to settle on any particular process too soon, and instead embrace this evolving way of working by actively trying different methods in your collaborative workshops or meetings. We've included some examples and a link to Liberating Structures in your further reading, which is a series of tips for how you can vary your thinking in an agile setting. Most of these are easily adapted for the online space with a bit of creativity and commitment.

Choose a few of these liberating structures and make a note in your worksheet as to how it could apply for your network activities. When you've tried it out, record the practical outcomes and sentiment of the group, so that you can review them all side by side at a later date.

15.

How do we push things forward without making huge mistakes? Well, we'll always make mistakes, that's part of learning what works and what doesn't, but we can reduce detrimental effects of failure by making smaller more meaningful changes, which are more likely to be accepted by customers, and executives. With intervention design it's about looking for those moments that can make big differences with little changes.

As an example of how innovation can go wrong, here's a story about an automotive company who decides to take a risk on designing a car for the common man. They think it's a step towards diversity because the company has been failing with the same old exclusive designs. But they use a sample size of one common man. Through a series of small but very specific requests he ends up completely changing their existing designs and creating a monstrous chimera which only appeals to him and ends up ruining the company. Some of you may recognise this story as the plot to the episode Oh Brother Where Art Thou from The Simpsons. You'll have to find your own clip I'm afraid. So what could average man Homer Simpson have done to avoid ruin?

The first thing is diversity of input. Expand your customer sample as much as you can to get enough feedback as to where problems really exist and what will work to address them, not just answering your own needs or that of a single loud voice, otherwise you get very skewed data.

Secondly, prototyping. Don't just come up with a finished idea or product and throw it out there. Test often with small changes and put it in front of diverse audiences to get early feedback before making any commitments. In studies around user experience design, it has been found that groups who were asked to prototype their ideas created much more positive outcomes for themselves than groups who were asked only to talk about it. Prototyping doesn't mean creating a piece of software, or hardware, it means making a theoretical idea something tangible in a quick and cheap way, so that you can try it out and get feedback with little upfront investment.

Thirdly, set the scene. In particular with the auto industry and high-end technology, new designs are shown to the public in display rooms or vision videos long before they become a consumer reality, so that by the time they are ready to roll out it's a familiar sight. This is particularly relevant to getting buy-in from sponsors or people who you feel resist your efforts. If you can take time to show the "normality" or "ubiquity" of what you're doing first, then they are more likely to accept it in future.

16.

Often referred to as AI, algorithms inform many modern functions from this robot named Tengai who claims to reduce bias in the recruitment process, to the justice system, to targeted marketing. Machine learning is perceived as being less biased than human decision makers, which in some circles means it is given more credence. Of course algorithms are only as unbiased as the very human people who programme them. AI has the added disadvantage of potentially being plugged into a programmatic function which then automates the bias. In the past few years we've seen black women disproportionately misidentified by facial recognition software, women shown fewer ads for higher paid jobs, and Microsoft's Twitter Bot Tay learning the hard way that social media can corrupt the purest of minds. Initially these have been passed off as teething problems, but increasingly organisations will be held liable for these kinds of mistakes. So it's really important that engineers are educated in bias-reduction, but it also provides an opportunity for employee networks to contribute to that effort. How do we do that and make ethical progress?

First of all choose the right learning model for the problem: if only we could tell you what that is, because it depends on what you're trying to achieve. Basically machine learning could be unsupervised which reduces human-added bias, but you may run the risk that with multiple data sets, unrelated correlations suddenly seem significant - like if the exec team is mostly men and more men than women eat toast for breakfast, then eating toast for breakfast is strongly related to being an executive. And by excluding data with the intent to reduce biases like that, you may end up creating more. As would be the case with university admissions whereby postcodes have been removed. Some people might think this places the assessment purely on qualifications, but not everybody has the same resources or educational privilege available to them, so this could end up working in favour of the more affluent postcodes. As employee networks you may be more fine-tuned to spot these kinds of biases, so offer up your services in the early stages of process development to save work later.

Choosing a representative training data set is about trying to make sure that you use a diverse range of people when making inferences about their behaviour. It's unwise to have different models for different groups of people, but you may decide to tag certain characteristics to look for significant data. Sometimes people will add weighting to under-represented groups, but this should be used with caution because it can suggest odd trends. For example, you want to know the average age of your customers, and also segment by protected characteristics. Among the respondents only one person identifies with having a disability and they are 60 years old. Your AI adjusts for this low result by multiplying the data and suddenly you've got a massive correlation between people who

are 60 and disabled.

It's better to use real data and realistic situations to test your algorithms. In the Tay twitter bot example it was performing reasonably well within the company during testing because users were being respectful of one another. Real data would have been to throw a torrent of abuse at it, which is how real people behaved when it was released, and started echoing those phrases back to the public. If they'd tested like that, it wouldn't have been released as it was. You can see how well the real data is performing by testing the algorithm with simple questions - such as do people of faith use our bank more? Then find out why you receive the answer you do. We're looking for equality in terms of the opportunity people have to access your service, and then how they are treated once they do.

If any of this sounds too technical for your organisation or role, remember, an algorithm is just a set of rules. Data comes in one end and out the other. It's the pathway for a process. So thinking about these critical tips can help you in scrutinising other systemic problems too.

Data scientists at Google cloud tried to implement intervention design for this issue of biased algorithms, and what they concluded was that the balance of easiest to most impactful change they could make would be to create a curriculum in ethical design for all computer science majors, they thought it might be possible to significantly influence future employees before they even arrived at their workplace, and so the eventual outcomes of AI systems.

17.

Nudge theory is an idea grounded in behavioural science and both economic and political theory. It suggests that positive reinforcement and indirect suggestion can influence people's decision and actions - without them even realising. It underpins much of intervention design and so we're going to share a few examples which might kick-start your own thinking for how nudges could lead to a more inclusive and engaged workplace.

Paid to quit

An experiment in the Philippines provided smokers with a savings account for six months. At the end of this period they had a urine test for nicotine. If they passed, they got all their money. If they failed, it was given to charity.

See food

In some schools, the cafeteria lines are carefully laid out to display healthier foods to the students. In an experiment to determine its effect, it was shown that students in the healthy line made better food choices with sales of healthy food increasing by 18%.

The Decoy effect

When eating out you'll often see one item which is much more expensive than anything else on the menu. The restaurants don't expect you to buy that item, they expect you to buy the second most expensive. When you compare the relative prices, the second most expensive item can seem like a bargain.

Big Bin, little bin

In the UK there was a scheme where each home was given two separate bins for their garbage. One is for regular waste, the other for recyclable materials. The recycling bin is a third bigger however - the hope is that by limiting the space for general waste, people will recycle more as the recycling bin can take more of their garbage.

Organ donation

Countries where people have to opt in to donating organs generally see a maximum 30% of

the population registering to donate. In countries where people are automatically enrolled in organ donation schemes and have to actually opt out, about 90% of people remain registered as donors.

Social norms

In the UK, people in arrears on their taxes were sent reminders that were worded using Social Normative Messages. Phrases such as '9 out of 10 people in your area are up to date with tax payments.' By making them seem like the outliers, tax payments from people sent these letters was 15% up compared to the norm.

You can see in these examples by encouraging people to understand the rewards based on their own investment, by making good choices easier, and by normalising your desired behaviours and outcomes you increase the chances of success for your network efforts.

18.

Bias of one form or another is overwhelmingly the basis for inequality and exclusion. Within the many strategies, interventions, celebrations and awareness events we can put together, it boils down to trying to tackle cognitive behaviour which succumbs to bias. That's why it's worth taking the time to understand the most common forms of bias, so that it makes it easier to name the behaviour you want to change. That way it removes some of the personal aspect of this which can discourage people from making the necessary changes. It suggests the change you want is more systemic. We're going to explore 8 of them now, but there are 20 available to digest later in your workbook, and the challenge for you is to keep these in mind and make a note when you observe one of these biases in your organisation, your network, or your own behaviour. Then you can make a plan to address it.

Outcome bias

Judging a decision based on the **outcome** - rather than how exactly the decision was made in the moment. Just because you won a lot in Vegas doesn't mean gambling your money was a smart decision

Availability heuristic

People **overestimate the importance** of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked 3 packs a day

Bandwagon effect

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is a reason why meetings can be unproductive

Pro-innovation bias

When a proponent of an innovation tends to **overvalue its usefulness** and undervalue its limitations. This is often seen in tech startup valuations.

Survivorship bias

An error that comes from focusing only on surviving examples, causing us to **misjudge a situation**. For example we might see social mobility as easy because we watch so many talks from "people who made it"

Confirmation bias

We tend to listen only to information that confirms our **preconceptions** - one of the many reasons seeing things from multiple perspectives is important

Information bias

The tendency to **seek information when it does not affect action**. More information is not always better. Like insisting the case for D&I be made over and over again even though it's already been done

Ostrich effect

The decision to **ignore dangerous or negative information** by 'burying' one's head in the sand, like an ostrich. Research suggests that investors check the value of their holdings significantly less often during bad markets

Think about what biases your network would like to address, and how you can do that by naming the specific bias. You'll find it's much more powerful to illuminate visible behaviours than to rely on the label "unconscious".

19.

As leaders, you shouldn't feel pressure to come up with the next big idea, but it can be your responsibility to make sure that the space and opportunity for innovation is present within your networks.

In your worksheets we laid out these questions you will want to ask yourself, and then answer with your network team, which cover all the salient points from this module. You won't be able to answer these by next week, but consider it an ongoing project.

Of course it will be difficult to push forward innovative ideas that transform your organisation without the full support of senior stakeholders and sponsors, so that's what we'll be exploring next time.