

Which of these common forms of bias impacts your strategy development and implementation the most?



Distance



Safety



Expediency



Experience



Similarity

Bias	What it looks like	How it impacts
Distance	Short term always trumps long term	Failure to react in time to new opportunities & threats
Safety	Revert to the familiar and incremental	Failure to make essential game changing decisions
Expediency	Leaders quickly make unsupported assumptions & reach unjustified conclusions	Creates a false sense of control & a misplaced certainty that is hard to shake
Experience	The future is always viewed through the lens of the past	Creates a distorted view weighted to suit what "is" rather than what "should be"
Similarity	More attention paid to those we know or are like us	New perspectives are ignored or marginalised

Unchallenged bias is the biggest single factor in strategy failure – Brendan Dunphy