

## Lack of Objectivity

**AwesomeTech** is organizing the next innovation contest. At the end of the submission phase, **AwesomeTech** has received around 100 submissions. Since the guidelines about the format of the submission are vague, **Bob** realizes that the submissions vary greatly in terms of content. As he fears that the evaluation requires extra effort, **Bob** decides to manually edit the idea descriptions so they have similar format. In addition, he also decides to remove six submissions due to poor elaboration. *“He does not want to present someone, who takes their time to evaluate with an idea that is so weak in the degree of elaboration”*. After modifying the submissions, **Bob** distributes them among the experts to obtain at least two ratings for each idea. After receiving sufficient evaluations, **Bob** realizes that *“the process of finding the best ideas is a matter of perspective and opinions”*. Given the distinct ratings, he realizes that the determination of a winning idea is going to be more difficult than originally expected. He realizes that *“there are people who have a positive view of the idea and others who tend to have a more negative view”* and that *“everyone has his or her BIAS, assessment and position”*, which makes the idea evaluation a challenging task. **Bob** decides to incorporate the community voting on the aggregated ratings. When doing so, he is even more confused, because some clearly bad ideas have many positive votes. Looking further into some of the ideators’ activity on social media, he sees that those with higher ratings send messages to their contacts saying *“hey look, I posted an idea to this innovation contest, it would be really important to me if you could vote on it”*. The problem is that, in his opinion, *“these are ideas that were “pushed” for network reasons and not quality reasons, and they should in no way move forward, given that they are completely unrealistic”*. Finally, he calculates the average score of the expert ratings and obtains a ranking, from which the 20 best ideas are selected for further consideration. However, he has to add three extra submissions against his will, because **Anna**, the Chief of Innovation Officer (CIO), had a quick look at the submissions and said that these 3 *“must at any costs be in the shortlist, regardless of their scores”*.