

Behaviourally Informed Organizations (BI-Org) Partnership

Annual Report 2020-2021
Year 2 (of 5)

Date: June 3, 2021



Table of Contents

1. About the Partnership	2
2. People and Organizations Involved	3
3. Research and Resource Building Initiatives	6
5. New Activities [From Year 3 Onwards]	8
6. Research Outputs	10
7. Knowledge Mobilization Activities	12
8. Training and Mentoring	13
9. Contribution Summary	14
10. Weblinks and Resources	15
11. Contact	16

About the Partnership

Every organization is fundamentally in the business of *behaviour change*. Despite its centrality to organizations, we do not have a good scientific framework for behaviour change, nor a good understanding of how organizations can embed insights from behavioural science into their operations.

Our goal is to develop an overarching framework for using behavioural science and embedding it in organizations. The three research themes are:

- 1) Developing a comprehensive framework of behaviour change
- 2) Extending and applying this framework to complex behavior change challenges (business and social)
- 3) Identifying mechanisms (resources, capabilities, and operating models) by which organizations can best deliver on the promise of behavioural insights

This partnership is possible due to a grant from the Social Sciences and Humanities Research Council of Canada (SSHRC) over five years (2019-2024). We have completed Year 2 of 5.

Webpage: <http://www.biorgpartnership.com/>

People and Organizations Involved

The Core Team

All housed at the University of Toronto: Dilip Soman (Project Director), Bing Feng (Project Manager), Liz Kang (Knowledge Translation Manager), Cindy Luo (Project Coordinator) and Post-Doctoral Researchers Matthew Hilchey, Renante Rondina, and Jeremy Gretton (University of Waterloo)

The Management Committee



Melanie Kim
(Chair)



Dale Griffin
(University of
British Columbia)



Abigail Dalton
(World Bank)



Kyle Murray
(University of
Alberta)



Sasha Tregobov
(The Behavioural
Insights Team)



Kelly Peters
(BEworks)

People and Organizations Involved

Researchers

Onur Bodur (Concordia University), Laurette Dubé (McGill University), Craig R. Fox (University of California, Los Angeles), Dale W. Griffin (University of British Columbia), David Halpern (The Behavioural Insights Team), Elizabeth Hardy (Treasury Board of Canada), Leslie John (Harvard University), Derek Koehler (University of Waterloo), Sabine E. Kröger (Laval University), Katherine L. Milkman (University of Pennsylvania), Marc Mitchell (Western University), Kyle B. Murray (University of Alberta), Nicole Robitaille (Queen's University), Jennifer Robson (Carleton University), Dilip Soman (University of Toronto), Catherine Yeung (Chinese University of Hong Kong), Min Zhao (Boston College)

Welcoming 5 new researchers this year: Shirley Chen (Wilfred Laurier University - previously BI-Org PhD student researcher), Isabel Ding (University of Warwick), Varun Gauri (Princeton University), Chuck Howard (Texas A&M University - previously BI-Org PhD student researcher), Jiaying Zhao (University of British Columbia), Melaina Vinski (IBM)

People and Organizations Involved

Partner Organizations

The Behavioural Insights Team (BIT), Behavioural Insights Unit (BIU), Treasury Board Secretariat (TBS), BEworks Inc., Canada Revenue Agency (CRA), Center for Decision Research (CDR) at the University of Chicago, Consumers Council of Canada , Deloitte Inc., Employment and Social Development Canada (ESDC), Environment and Climate Change Canada (ECCC), Financial Consumer Agency of Canada (FCAC), ideas42, Manulife Financial Corporation, Ontario Securities Commission (OSC), PricewaterhouseCoopers (PwC) LLP, Privy Council Office (PCO) - Impact Canada, The Workplace Safety and Insurance Board (WSIB), World Bank Mind, Behavior, and Development (eMBed) Unit

Welcoming 4 new partner organizations this year:



Busara Center for Behavioral Economics



Western Cape Government



IBM



CommonwealthBank

Commonwealth Bank



Research and Resource Building Initiatives

Projects	Researchers	Organizational Partners
Social Assistance and Cash Transfer Programs	Dilip Soman, Jiaying Zhao, Dana Turetski (Ph.D. student), Varun Gauri	World Bank, ideas42
Psychology of Risk	Catherine Yeung, Dale Griffin, Min Zhao, Sabine Kröger, Dilip Soman	OSC, BIT, WSIB, BEworks
Financial Wellbeing	Nicole Robitaille, Katy Milkman, Dilip Soman, Jiaying Zhao, Min Zhao, Jennifer Robson, Varun Gauri, Kyle Murray, Matthew Hilchey, Laura Goodyear	FCAC, OSC, ideas42, CRA, PCO, BEworks, Consumers Council of Canada
Health and Wellness	Marc Mitchell, Renante Rondina, Leslie John, Katy Milkman, Craig Fox, Laurette Dube, Isabel Ding	ideas42, BIT, PCO, BEworks
Science of Using Behavioural Science	Derek Koehler, Catherine Yeung, Jeremy Gretton, Isabel Ding, Dilip Soman, Dana Turetski, Melaina Vinski	BIT, ideas42, Deloitte, PwC, ESDC, World Bank

Research and Resource Building Initiatives (Cont.)

Projects	Researchers	Organizational Partners
Precision Retailing	Laurette Dube, Kyle Murray, Melaina Vinski	BEworks, FCAC
Framework for Behaviour Change	Matthew Hilchey, Dale Griffin, Dilip Soman, Laura Goodyear, Renante Rondina, Elizabeth Hardy	All Organizations
Sludge	Dilip Soman, Jiaying Zhao	
Digital Lab	Matthew Hilchey, Dilip Soman	CDR, ideas42
Increasing Practitioner and Academic Interface	Matthew Hilchey, Dale Griffin, Onur Bodur, Melaina Vinski	All Organizations

New Activities [From Year 3 onwards]

1) “Spotlight on Organizations” Symposium Series

- **Objective:** To increase collaborations between scientists and organizational partners
- **Format:** Every month, an organizational partner presents a behaviour change or an organizational challenge that can benefit from behavioural science. A briefing note is circulated to all scientists (faculty, post-doc and graduate students) in advance. In each monthly workshop, the organization’s presentation is followed by ideas from interested scientists and a facilitated discussions. Organizations can then identify ideas of interest and collaborate with the scientists with support from the BI-Org team.
- **Expected Outcomes:** A greater pipeline of research projects, problem solving initiatives, and capacity building initiatives between academia and practitioners. We hope to be able to develop a blueprint and a practitioners guide for how these exchanges can be formalized.

New Activities [From Year 3 onwards] (Cont.)

2) PhD Forum

- **Objective:** To add depth to the training initiative of the partnership by creating a student forum for students to a) engage with BI-Org scientists on broader areas of interest, b) discuss career related issues and c) seek academic and technical skills through informal workshops and networks.
- **Format:** A PhD student listserv has been established for students in the network to communicate with each other. A steering committee of Shirley Chen, Jiaying Zhao, Chuck Howard and Elizabeth Hardy will recommend a format for ongoing monthly interactions. These interactions will rotate between the topics of a) mentoring sessions from network scientists, b) career related discussions and c) sharing or research or other technical skills.
- **Expected Outcomes:** A complement to the usual research training that graduate students receive. Each graduate student will also have a network of peers and an opportunity to learn from not just their own research supervisors but others within the network.

Research Outputs



35 Presentations

37 Interviews

46 Journal Papers and Preprints

2 Forthcoming Edited Books

13 Conference Publications

21 Articles in Popular Media

9 Book Chapters

17 Reports and Briefs

Research Outputs (Cont.)

Published book in 2021

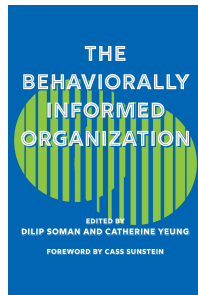
Forthcoming for 2022

Planned for 2022-2023

The Behaviorally Informed Organization

Edited by Dilip Soman and Catherine Yeung

This book asked and answered questions such as: a) What is a behaviourally informed organization? b) What is needed to get there? c) What are the challenges and opportunities?



Behavioral Science in the Wild

Edited by Nina Mažar and Dilip Soman

This book will ask and answer questions such as: a) How can practitioners learn from and adapt research from labs and pilot studies? b) Why do results sometimes not replicate “in the wild” and not scale? c) What can we do about it?

Precision Retailing

Edited by Laurette Dubé

This book will ask and answer questions such as: a) How can the fields of behavioral insights, psychology and neuroscience converge to help us better understand humans as consumers? b) How can we advance an agenda of scaling our learnings from “brain to society” and how can organizations benefit from it?

Knowledge Mobilization Activities

- 13 Conferences
- 16 Workshops & Roundtables
- 6 Media events
- 3 Public debates
- 9 Webinars
- 2 Podcast series

BEAR UofT @UofT_BEAR · Mar 31
 Thanks everyone who joined the live book launch this morning with @utpress for our new book The Behaviorally Informed Organization - available for order at @utpress and other major online bookstores #BIOrgBookSeries @dilipsoman @KellyBEworks @varungauri biorgpartnership.com/biorg-book-ser...



Dilip Soman, Catherine Yeung, Kelly Peters and Varun Gauri on BIOrg book launch event

BEAR x BIOrg Webinar Series 2020-2021



September	October	November	December
September 16, 2020 Fadi Makki B4Development & Nudge Lebanon	October 21, 2020 Gautam Rao Harvard University	November 19, 2020 Swiss Re Swiss Re Institute	December 10, 2020 Elizabeth Linos University of California Berkeley
January	February	March	April
January 21, 2021 Nina Mazar Boston University	February 17, 2021 Simon Brascoupe Carleton University & Trent University	March 17, 2021 Jiaying Zhao University of British Columbia	April 14, 2021 Ammaarah Martinus Western Cape Government of South Africa

Speaker lineup for BIOrg x BEAR webinar series 2020-2021

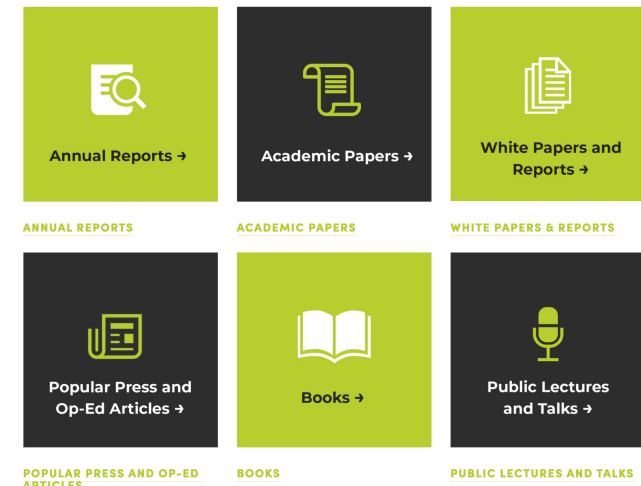


12 Dilip Soman on Nudgestock 2020 Conference

BEAR UofT @UofT_BEAR · Jan 21
 Introducing @KellyBEworks, chapter contributor of "The Behaviorally Informed Organization", on why achieving the potential of BE requires an organizational transformation #BIOrgBookSeries biorgpartnership.com/biorg-book-ser... @utpress @BEworks @rotmanschool @RotmanEvents



Kelly Peters on Behaviorally Informed Organizations book social media campaign



Our Work - Behaviourally Informed Organizations

Training and Mentoring

Total of 83 individuals trained

SSHRC Partnership Grant Supported:

- 9 Undergraduate students
- 9 Master's students
- 5 Doctoral students
- 5 Postdoctoral researchers
- 3 Other

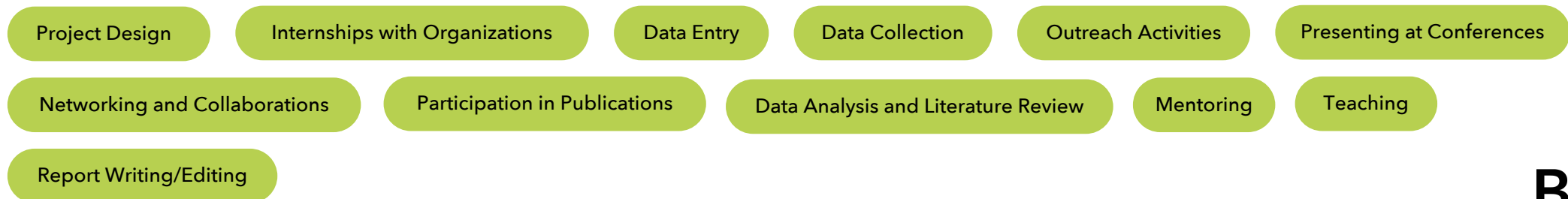
Total: 31 individuals

Host & Partner Contribution Supported:

- 20 Undergraduate students
- 10 Master's students
- 15 Doctoral students
- 3 Postdoctoral researchers
- 4 Other

Total: 52 individuals

Types of activities:



Contribution Summary

Total Contributions in Year 2: \$ 704,238 CAD

Host Contributions

- Cash: \$262,640
- In-kind: \$62,000

Partner Contributions

- Cash: \$35,398
- In-kind: \$344,200

Contributions include:

- Professional services and expertise (providing feedback, input) on PG projects
- Staff time in preparing outputs (e.g. reports or chapters for *The Behaviorally Informed Organization* book)
- Participation at research roundtables and student facing events
- Promotional activities and news coverage
- Access to networks for knowledge dissemination
- Access to datasets
- Access to facilities for data collection

Weblinks and Resources

 Webpage: <http://www.biorgpartnership.com/>



Academic Papers →

[Academic Papers](#)



White Papers and Reports →

[White Papers and Reports](#)



Popular Press and Co-Op Eds →

[Popular Press and Co-Op Eds](#)



Books →

[Books](#)



BEAR x BIORg Webinar Series →

[Webinar Series](#)



Podcasts and Blogs →

[Podcasts and Blogs](#)



Behavioural Science in Cash Transfer Programs →

[Behavioural Science in Cash Transfer Programs](#)



Public Lectures and Talks →

[Public Lectures and Talks](#)

Contact

Web: <http://www.biorgpartnership.com/>

Email: rotmanbiorg@rotman.utoronto.ca