

WHAT IS EVIDENCE-BASED MANAGEMENT AND WHY DO WE NEED IT?



Ministry of
Education
and Culture

National Sports Forum
Jyväskylä - 28.10.19

Rob B Briner
 @Rob_Briner

My assumptions: Management (and other) professionals should...

- ◆ ...do stuff that addresses *important* business/organizational problems and opportunities (rather than trivial issues)
- ◆ ...do stuff *that is more likely to work* (rather than stuff that is unlikely work or has little effect)
- ◆ Do you agree? If so, how are we going to do that?

Outline

1. What is evidence-based anything?
2. What is evidence-based management?
3. How do you do it?
4. Why do we need it? Understanding and overcoming barriers to better-informed decision-making
5. What is the role of evidence-based management in different organizations (political, government, municipalities, third sector)?
6. Some conclusions

PART 1: WHAT IS EVIDENCE-BASED ANYTHING?

Why do evidence-based practice (in any field)?

- ◆ Decisions about *important problems/opportunities* and *most likely solutions* should be based on the best available evidence
- ◆ Evidence means any relevant information/data
 - Scientific findings
 - Organizational/context data
 - Professional expertise
 - Stakeholder concerns/perceptions
- ◆ *All* practitioners *always* use evidence in their decisions on evidence but
 - Pay limited attention to *quality* and *relevance* of evidence
 - Use *limited sources* and types of evidence
 - Are easily *pushed off track* when trying to make better-informed decisions
- ◆ We always use evidence – but that's not the same as adopting an evidence-based approach

Where did the idea of evidence-based practice come from? Yes, it's a 'thing'!

- ◆ 1990 Medicine
- ◆ 1998 Education
- ◆ 1998 Probation service
- ◆ 1999 Housing policy
- ◆ 1999 Social care
- ◆ 1999 Regeneration policy and practice
- ◆ 2000 Nursing
- ◆ 2000 Criminal justice
- ◆ 2005 Management?



CEBM



CENTRE FOR EVIDENCE BASED MEDICINE



Welcome to CEBM

Welcome to the Centre for Evidence-based Medicine at the University of Oxford.

CEBM aims to develop, teach and promote evidence-based health care through conferences, workshops and EBM tools so that all health care professionals can maintain the highest standards of medicine.

 Like 723

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Carl Heneghan's Blog

Evidence-based thinking and why it matters.

[See the latest articles](#)

MaDOx

Analysis of new technologies, methods and practices.



Many thanks for visiting this website

We are in the process of migrating to a new setup and updating our content.

Whilst the resources remain the same details on all courses and events can be found at www.cebm.ox.ac.uk

Thank you for your patience.

Noticeboard

CEBM Teaching Evidence-Based Practice Workshop has been rolled into the Oxford Programme in Evidence-Based Healthcare and will be managed and administered by the Department of Continuing Education, University of Oxford with tutoring and support from CEBM.

Details are available [here](#) please email cpdhealth@conted.ox.ac.uk or telephone +44 (0)1865 286941 with any queries you may have about the workshop.

EBM Resources



The latest FREE tools for effective practice and teaching of evidence-based medicine.

[CATmaker](#)
[PowerPoint presentations](#)
[More EBM Tools](#)

FICEBO – Finnish Centre for Evidence-Based Orthopedics

Our vision is that only practices that are scientifically proven effective should be offered to patients. We believe that this will lead to a more sustainable healthcare system that best serves our patients and the society at large.

Evidence-Based Policing

Evidence-Based Policing Home

Current and Completed Projects

Evidence-Based Policing Matrix

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Resources & Tools

CEBCP Home

Six of the 16 “Ideas in American Policing” Lectures have been given by CEBCP affiliated scholars:

- Evidence-Based Policing (Lawrence Sherman, 1998)
- Policing for People (Stephen Mastrofski, 1999)
- Place-Based Policing (David Weisburd, 2008)
- Translating Police Research into Practice



Translating Research into Practice

News and Events:



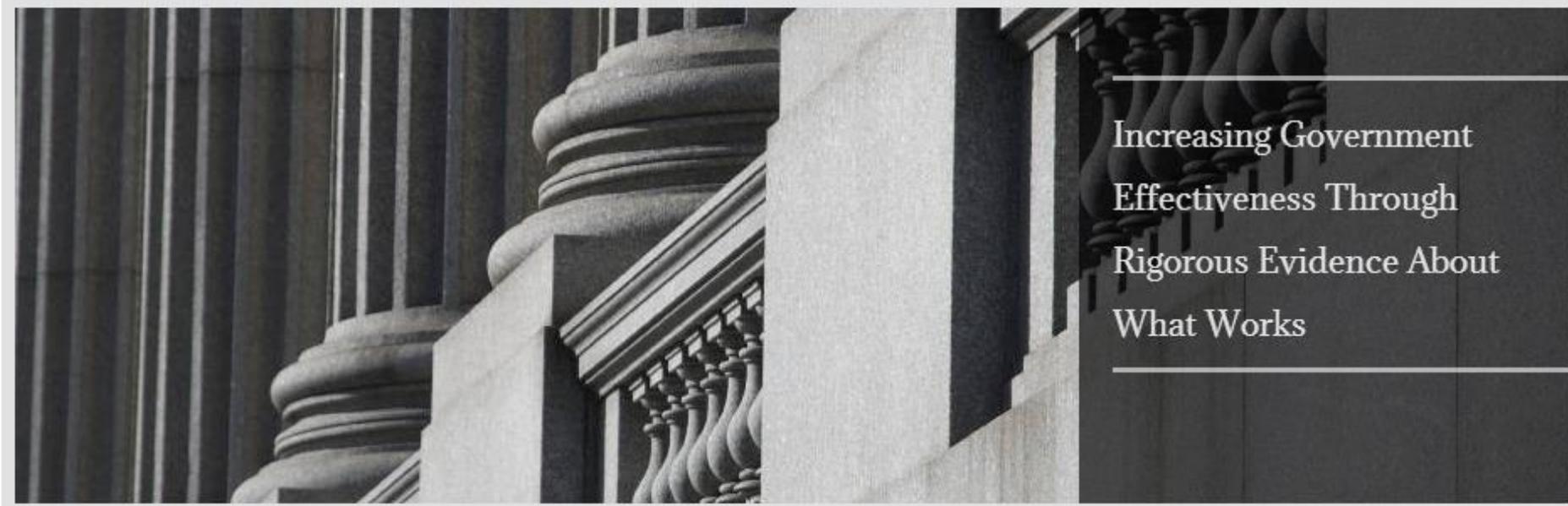
We invite researchers and practitioners to submit articles to *Policing: A Journal of Policy and Practice*.

David Weisburd and Cody Telep, in collaboration with the Inter-American Development Bank, publish “Police and the Microgeography of Crime” in English and Spanish.



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Making research evidence count: insights from Finland's Policy Analysis Unit

25 January 2018 | **Arnaldo Pellini** | **Insight**



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[Ethics Days](#)

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[-2017](#)

Ethics Day 2014

ETHICS DAY 2014: SCIENCE, ETHICS, POLITICS

ETHICS DAY 2014: SCIENCE, ETHICS, POLITICS

March 18, 2014, House of Science (Kirkkokatu 6, Helsinki)

CEBC

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**Evidence-Based
Conservation**

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Centre for Evidence-Based Conservation



The Centre for Evidence-Based Conservation (CEBC) was established in 2003 with the goal of supporting decision making in conservation and environmental management. CEBC promotes evidence-based practice through the production and dissemination of systematic reviews on both the effectiveness of management and policy interventions and on the

News

- » New CEE systematic review published on [human wellbeing impacts of terrestrial protected areas](#).

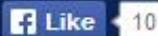


Center for Evidence-Based Education (CEBE)

Shaping, Supporting & Sustaining Transformation

...Every Piece Counts

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NAVIGATION

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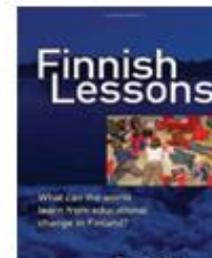
[Forthcoming Events](#) »

SEARCH:

WHAT IS CEBE?

CEBE – the Center for Evidence-Based Education – is an independent network of experienced educators committed to assisting schools, networks of schools, and school systems in improving performance, transforming practice, and eliminating achievement gaps. Focusing on *Designing Learning, Leadership for Learning, and New Cultures for Learning*, CEBE draws upon a diverse range of strategies and tools, including *Learning Rounds, Job-Embedded Coaching, Innovation Catalysts, and Strategic Networking*, in support of its evidence-based approach

HAVE YOU READ?



*"Finnish Lessons-
What Can the
World Learn from
Educational
Change in
Finland"* by Pasi
Sahlberg and
published by

EVIDENCE-BASED FORESTRY IN FINLAND

QUESTIONS RELATED TO
SUSTAINABILITY OF THE FORESTRY
SECTOR

NÄYTTÖÖN PERUSTUVA METSÄTALOUS

METSÄTALOUDEN
KESTÄVYYSKYSYMYKSET

Mikä Näyttöön perustuva metsätalous (NPM)?

Metsien käyttöön ja hoitoa koskevaan päätöksentekoon liittyy monia näkökulmia. Jos eri näkökantoja perustellaan käyttäen lähinnä niitä tukevia tutkimustuloksia, jää kokonaiskuva siitä, mitä aiheesta tiedetään, vaillinaiseksi. Syntyy tilanne, jossa päätöksenteko ei pohjaudu näyttöön vaan mielipiteisiin ja olemassa oleviin käytäntöihin ilman tarkkaa tietoa käytäntöjen vaikuttavuudesta. Näyttöön ...

MAIN MENU

[BACK TO ABOUT AIPCA](#)**AUSTRALIAN CENTRE
FOR EVIDENCE
BASED AGED CARE**

Australian Centre for Evidence Based Aged Care

The staff of ACEBAC are passionate advocates of person-centred, evidence-based care of older people. We are involved in research, education and professional practice and hope through this site we can share our learnings and assist visitors to link with other relevant resources.

A major factor in quality outcomes in the care of older people is interdisciplinary practice that is driven by the person receiving care; not by the 'experts'. This theme pervades our work. All of our research involves collaboration with a mix of disciplines and consumers.

Too often research is undertaken and never makes a difference in practice. For this reason we have a focus on translating evidence into the real world and making a quality difference for patients/residents, families and staff.

KNOWLEDGE IN DECISION- MAKING IN FINLAND

Towards greater dialogue

As the problems being resolved become more complex and the amount of competing information increases, societies increasingly call for evidence-based decision-making. The fragmented nature of knowledge and the quick pace of decision-making, however, do not easily allow for evidence-based decision-making processes.



Social Work Policy Institute

EVIDENCE-BASED Practice

Partnerships to Promote Evidence-Based Practice

Evidence-based practice (EBP) is a process in which the practitioner combines well-researched interventions with clinical experience and ethics, and client preferences and culture to guide and inform the delivery of treatments and services. The practitioner, researcher and client must work together in order to identify what works, for whom and under what conditions. This approach ensures that the treatments and services, when used as intended, will have the most effective outcomes as demonstrated by the research. It will also ensure that programs with proven success will be more widely disseminated and will benefit a greater number of people.

This Web resource was partially funded by a contract to IASWR from NIMH. It seeks to promote the integration of evidence-based mental health treatments into social work education and research. The [Evidence-Based Practice Resources](#) section provides tools that can be used to identify EBPs, online resources that can inform the EBP process and a list of publications for further information. The [Partnership Examples](#) section highlights some existing partnerships created between researchers and practitioners that further EBP.

Search for:

Search

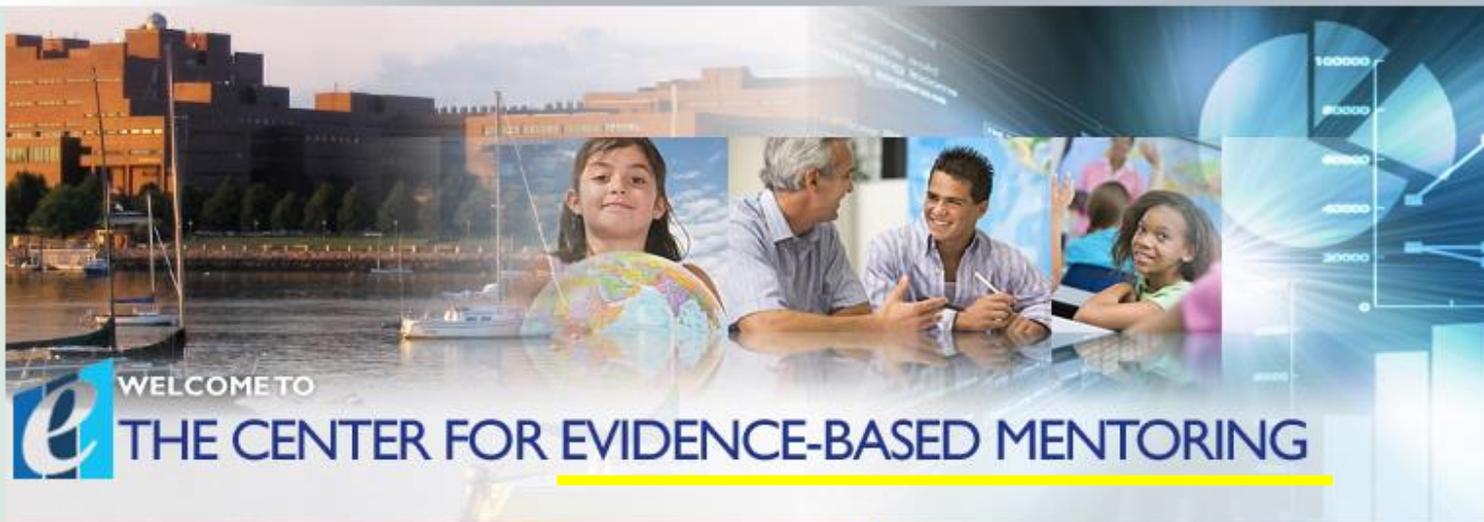
Recent Posts

- [Research Partnerships Target Improved Child Well-Being and Child Welfare Outcomes](#)
- [Social Work Policy Institute Releases Report on Advanced Practice Doctoral Degrees in Social Work](#)
- [SWPI Releases Report from Veterans Policy Symposium](#)



The Center for Evidence-Based Mentoring: An alliance between :
[Mentor/National Mentoring Partnership](#) and [University of Massachusetts Boston](#)

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THE CENTER FOR EVIDENCE-BASED MENTORING

WELCOME

NEWS & EVENTS

Center for Evidence-Based Mentoring Mission:

Welcome to the Center for Evidence-Based Mentoring. The Center is dedicated to creating the open and efficient exchange of research and ideas. In doing so, we seek to advance the production, dissemination, and uptake of evidence-based practice in ways that improve the effectiveness of practice and, ultimately, create stronger, more enduring mentor-mentee relationships.



This mission aligns with the sage comments that of Father Donald J. Monan, Chancellor of Boston College, made last year at UMass



February 2014 - The Center hosted a day-long short course on Mentoring in the Digital Age. More information can be found at the [course website](#) and in this [Youth Today](#) article.

December 2013 - [Weathering the Storm: Our genes](#)

More materials available online

www.cebma.org



CEBma

*Helping managers and organisations
make better decisions*

Welcome to the **Center for Evidence-Based Management**

The Center for Evidence-Based Management (CEBma) is a non-profit member organization dedicated to promoting evidence-based practice in the field of management. We provide support and resources to managers, consultants, organizations, teachers, academics and others interested in learning more about evidence-based management.





ONLINE
RESOURCES

EVIDENCE-BASED MANAGEMENT

HOW TO USE EVIDENCE TO MAKE
BETTER ORGANIZATIONAL DECISIONS

ERIC BARENDIS
DENISE M. ROUSSEAU



Why evidence-based *management* of organizations?

- ◆ For our organizations to function effectively we need to make *better-informed decisions* - therefore evidence-based *management*
- ◆ For evidence-based professionals working *in* our organizations (e.g., doctors, police officers, policy-makers, educators, social workers) they also need to be *managed* in an evidence-based way – for example:
 - Are professionals roles designed in ways that *facilitate or inhibit* evidence-based practice?
 - Are professionals *given access to the evidence* they need to be evidence-based?

PART 2: WHAT IS EVIDENCE-BASED MANAGEMENT?

Question for you

- ◆ Write down what you think “evidence-based practice” in management means? *Please talk to person next to you for one minute.*

What is evidence-based practice

◆ It is the

- *conscientious* (effort, *tunnollinen*)
- *explicit* (clarity, *eksplisiittinen*) and
- *judicious* (making judgement of reliability, *tekeminen tuomion luotettavuus*)
- use of evidence from *multiple sources* to
- increase the *likelihood* of a favourable outcome by
- taking a *structured/stepped* approach

◆ About the *process*

- ◆ Not about certainties but probabilities (X is *more likely* to work than Y or doing nothing)

Evidence-based practice

Scientific literature
empirical studies

Organisation
internal data

4
SOURCES

Stakeholders
values and concerns

Practitioners
professional expertise

Evidence-based practice is about making decisions through the conscientious, explicit

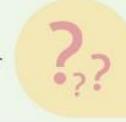
6
STEPS

and judicious use of the best available evidence from multiple sources by:

1

Asking

Translating a practical issue or problem into an answerable question



2

Acquiring

Systematically searching for and retrieving the evidence



3

Appraising

Critically judging the trustworthiness and relevance of the evidence



4

Aggregating

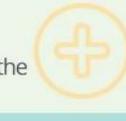
Weighing and pulling together the evidence



5

Applying

Incorporating the evidence into the decision-making process



6

Assessing

Evaluating the outcome of the decision taken



To increase the likelihood of a favourable outcome.

Sign up for more: cipd.co.uk/future-hr-learning

Used **first** to identify problem or opportunity and **if** one identified...

Then used to identify possible solution or intervention

Evidence-based practice

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Weighing and pulling together the evidence



5

Applying

Incorporating the evidence into the decision-making process



6

Assessing

Evaluating the outcome of the decision taken



To increase the likelihood of a favourable outcome.

PART 3: HOW DO YOU DO IT?

An example: Employee engagement

- ◆ Everybody knows what employee engagement (työntekijöiden sitoutuminen) is...right?
- ◆ Very popular management/human resources idea
- ◆ Used by many medium-large sized organizations and seen as *driver* of employee performance
- ◆ A bit like commitment, a bit like satisfaction, who knows?

THE EXTRA MILE

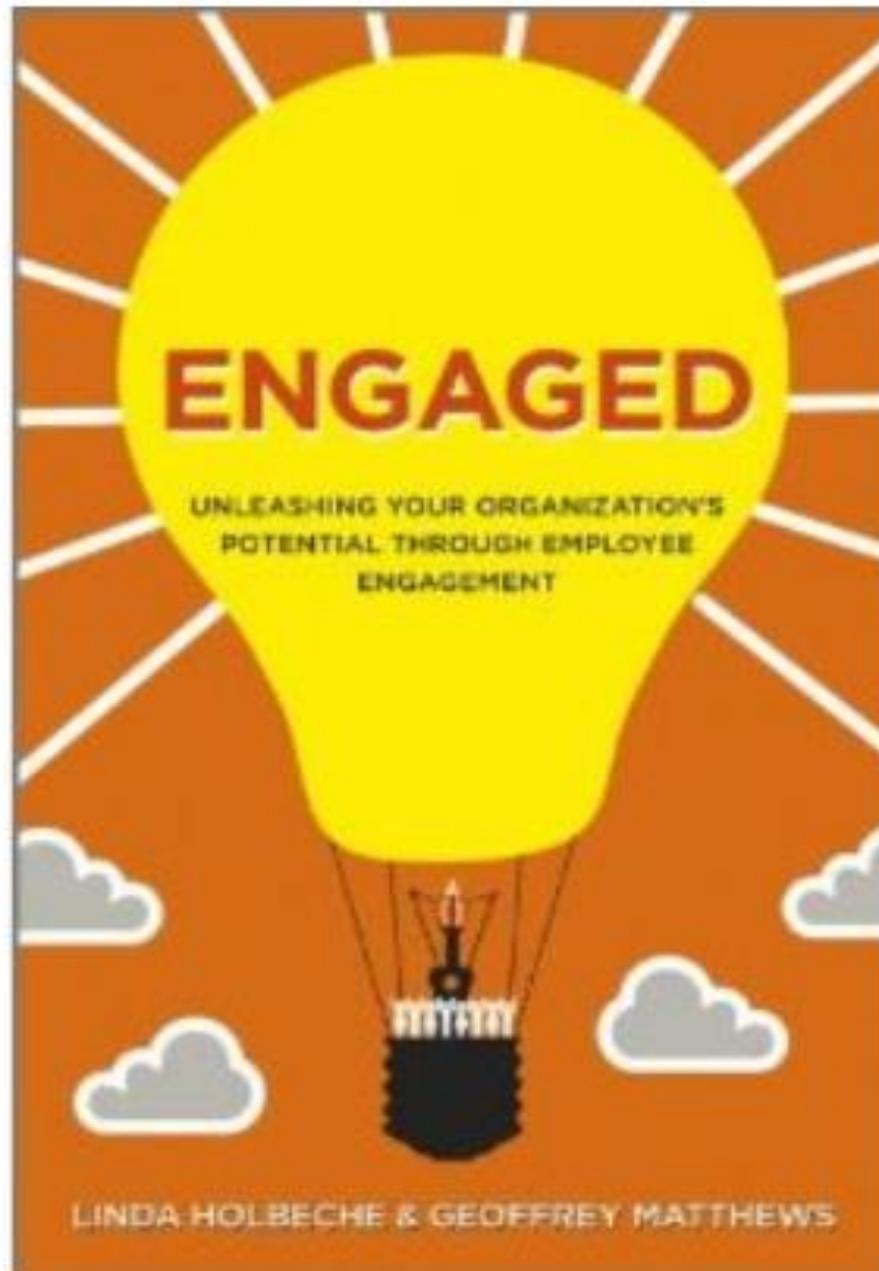
HOW TO ENGAGE YOUR PEOPLE TO WIN

DAVID MACLADD
& CHRIS BRADY



FT Financial
Times

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- Create and sustain an engaging culture
- Attract and retain the best people

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Employee Engagement for Everyone

New York Times Bestselling Author

Kevin Kruse



Discover
Your Personal
Engagement
Profile

New York Times Bestselling Author

KEVIN KRUSE

EMPLOYEE ENGAGEMENT

2.0

*How to Motivate Your Team
for High Performance*

A "Real-World" Guide for
Busy Managers

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"Reveals the new science of relationship-building through big data and gamification."
—TIM BROWN, CEO, IDEO

How to Revolutionize Customer
and Employee Engagement with
BIG DATA and **GAMIFICATION**

LOYALTY

3.0

NEW YORK
TIMES
BESTSELLER



RAJAT PAHARIA

Founder and Chief Product Officer, Bunchball Inc.

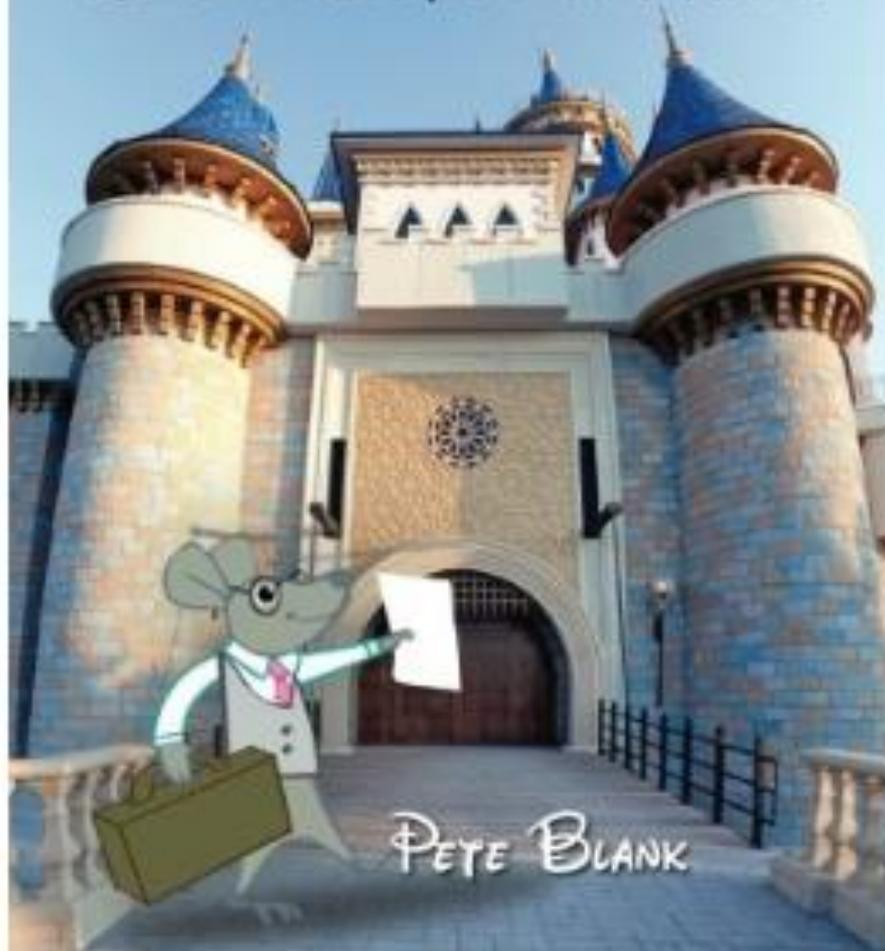
The
Employee
Engagement
Mindset

THE SIX DRIVERS FOR TAPPING
INTO THE HIDDEN POTENTIAL OF
EVERYONE IN YOUR COMPANY

TIMOTHY R. CLARK

EMPLOYEE ENGAGEMENT

LESSONS FROM THE MOUSE HOUSE!



NEW YORK TIMES BEST-SELLER

THE
TRUTH ABOUT
EMPLOYEE
ENGAGEMENT

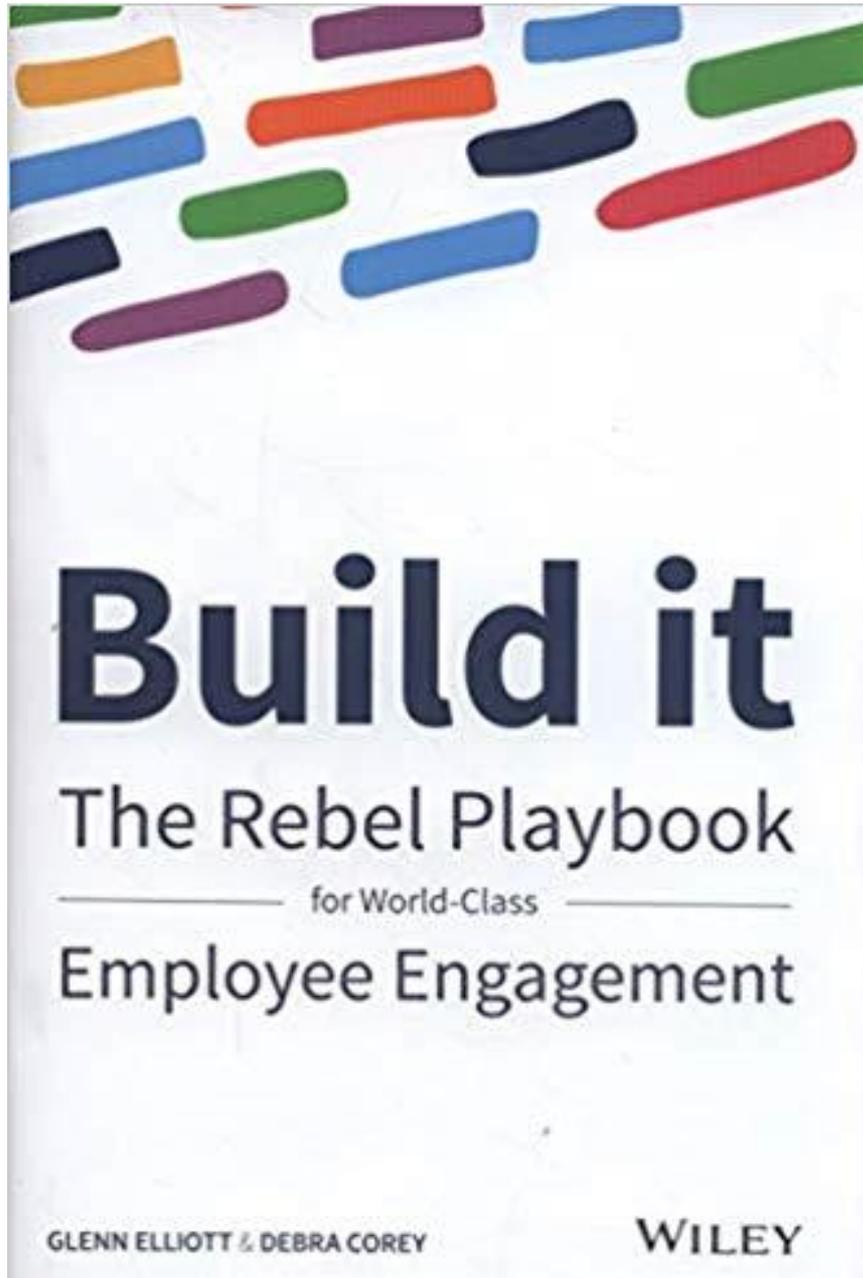
PREVIOUSLY PUBLISHED AS THE THREE SIGNS OF A MISERABLE JOB

A FABLE ABOUT ADDRESSING THE
THREE ROOT CAUSES OF JOB MISERY



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER THE FIVE DYSFUNCTIONS OF A TEAM



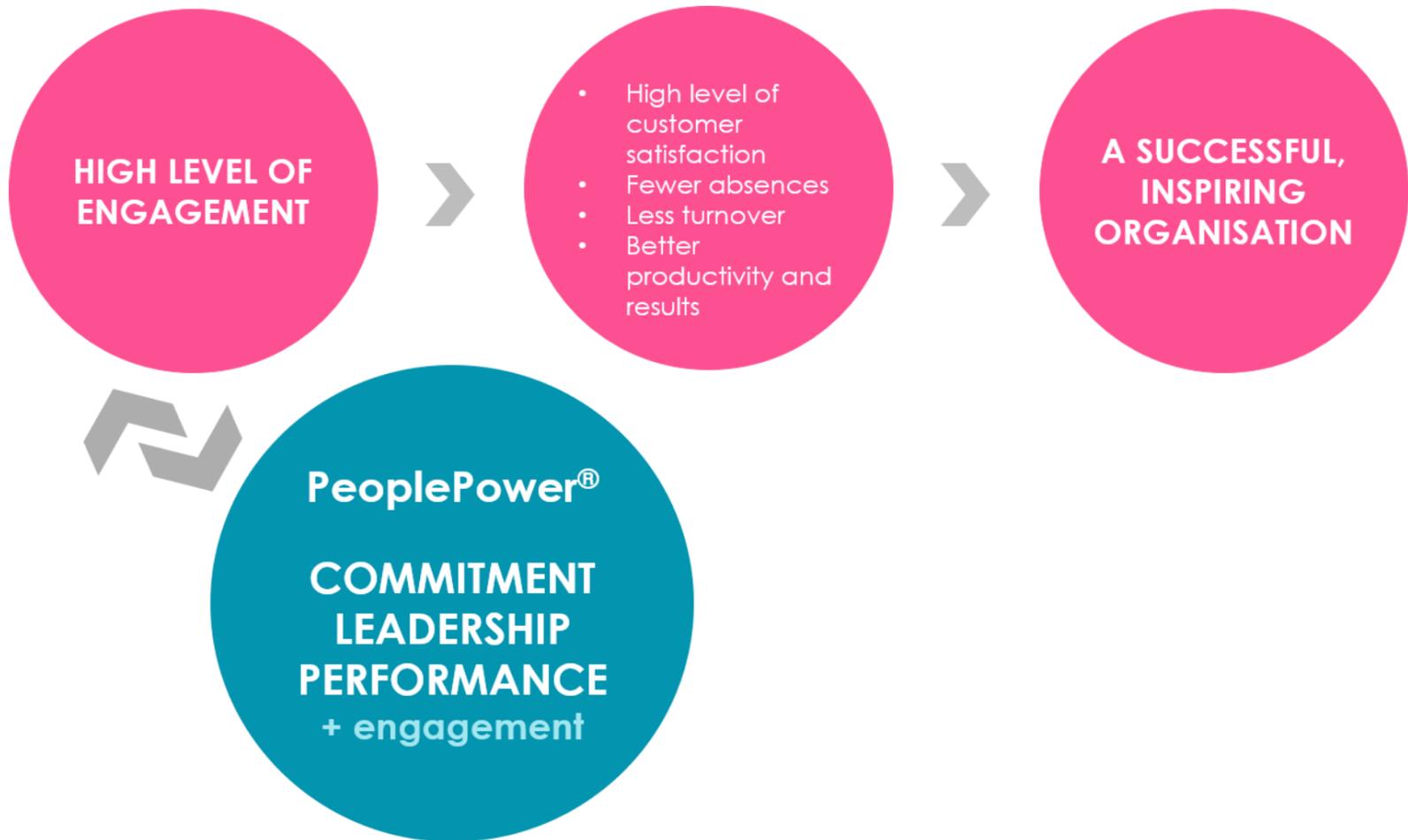
JAMES DODKINS

136
IDEAS FOR
ROCKSTAR
EMPLOYEE
ENGAGEMENT

A black silhouette of a person's head and torso, making a rock hand gesture with the right hand. The person is positioned on the right side of the cover, with their right arm raised and hand open, showing the rock sign. The background is a solid orange color.

CORPORATE SPIRIT

Engagement grows in everyday operations





Organizational development – helping you translate employee feedback into business performance

Employee engagement surveys

We measure what matters at your company to help improve your business. Our Employee Surveys are designed to work the way you work, ask the kinds of questions you need to ask and then focus on the key items that you need in order to create a more engaged and productive workforce. Because



**Employee Engagement In
The Enterprise: An Interview
with Hanna Vuorikoski, HR
Director at Sanoma Media
Finland**

Example of employee engagement (EE)

- ◆ Suppose you and your organization and senior management team believe that *low EE is somehow a problem* in your organization
- ◆ And because it is you should measure or *look at your EE scores and attempt to increase 'low' scores* somehow
- ◆ *How would you (a) approach this **problem** and (b) identify a **solution** from an evidence-based practice approach?*

Evidence-based practice

Scientific literature
empirical studies

Organisation
internal data

**4
SOURCES**

Stakeholders
values and concerns

Practitioners
professional expertise

**Evidence-based practice
is about making
decisions through
the conscientious,
explicit**

**6
STEPS**

**and judicious use of
the best available
evidence from
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sources by:**

Element 1: Practitioners' professional expertise

- ◆ Identifying the problem
 - Have I/we seen EE problems before? What happened?
 - Based on our experience, is the level of EE a problem?
 - What do I/we believe about causes and consequences of low EE?
- ◆ Identifying solution (only *if* EE is a problem)
 - Have I/we seen EE interventions before? What happened?
 - What do I/we believe about EE interventions?
 - Based on our experience, is the level of EE here a problem? What are costs & benefits of intervening?

How relevant and applicable and trustworthy is my/our expertise?

Element 2: Organizational data

- ◆ Identifying the problem
 - What actually *is* the EE level?
 - Are our measures of EE valid and reliable?
 - Do data show that low EE is *causing* problems?
- ◆ Identifying solution (only *if* EE is a problem)
 - What attempts to enhance EE are currently in place and are they working?
 - Are there relationships between EE and other data?
Employee type? Shift?
 - Does cost/benefit indicate if increasing EE is worth it?

How relevant and applicable and trustworthy are our organizational data?

Element 3: Scientific literature

◆ Identifying the problem

- What are the average rates of EE in my sector and location – is the level here 'low'?
- What does systematically reviewed scientific evidence suggest are the problems with low EE?

◆ Identifying solution (only *if* EE is a problem)

- What does research evidence from systematic reviews of scientific evidence suggest are major causes of low EE?
- What does research evidence from systematic reviews of scientific evidence tell us about interventions to increase EE?

How relevant and applicable and trustworthy are the scientific findings?

Element 4: Stakeholders values and concerns

- ◆ Identifying the problem
 - How do employees feel about and view the EE 'problem'?
 - Do they see negative consequences?
 - What do managers think about the problem?
 - Do customers or clients or service users have a view?
- ◆ Identifying solution (only *if* EE is a problem)
 - How do employees feel about and view the solutions?
 - What do managers think about the solutions?
 - What alternative explanations and proposed solutions do others have?

How relevant and applicable and trustworthy is evidence about stakeholder concerns?

Your thoughts...

- ◆ Is it do-able?
- ◆ How long would it take?
- ◆ Is it worth it?

Choosing a restaurant analogy

- ◆ You arrive in a large city in Europe you don't know at 1800 on a Tuesday evening
- ◆ You *really really really* enjoy food and eating in restaurants
- ◆ How would decide which restaurant to book?
 1. Which sources of evidence?
 2. Are they reliable?
 3. Would you use them?

The basics of evidence-based practice

- ◆ Are you *more or less likely* to get a good meal if you...
 - Use *some* **versus** *no* evidence?
 - Use *multiple sources* of evidence **versus** *one source*
 - Use the information *with awareness* of its level of trustworthiness **versus** using it *without awareness* of its level of trustworthiness

The HUGE challenge or paradox of evidence-based management

- ◆ Seems nobody really disagrees with evidence-based practice *in principle*
- ◆ So why isn't it happening much (or at all)?
- ◆ It's the *barriers*

**PART 4: WHY DO WE NEED IT?
UNDERSTANDING AND OVERCOMING
BARRIERS TO BETTER-INFORMED
DECISION-MAKING**

What gets in the way of evidence-based practice *in general*?

- ◆ **Misconceptions of EBP**
- ◆ **Individual and group cognitive biases**
- ◆ **Fads, fashions & (some) consultancies**
- ◆ **Managers incentivized away from evidence-based practice**
- ◆ Individual and group cognitive biases
- ◆ Organizational politics/power
- ◆ Poor logic models/theories of change
- ◆ Over-claiming about the quality and quantity of evidence (critical appraisal essential)
- ◆ Pre-enlightenment views
- ◆ Not necessarily a lack of or poor evidence – it's about the *best available* evidence and a *process*
- ◆ A lack of focus on a *specific* and well-identified problem (or opportunity)
- ◆ Contexts in which practitioners' practice is not evaluated (it doesn't matter what they do)
- ◆ Good intentions (road to hell paved with)
- ◆ Erroneous belief that we *already are* evidence-based (or evidence-based enough)
- ◆ Access to only some sources/types of evidence
- ◆ The perceived need for speed
- ◆ Crude benchmarking

Example barrier 1: Some general misconceptions of EBMgt

- ◆ Practitioners can't use their experience and expertise - *nope*
- ◆ Evidence tells you the truth and can prove things - *nope*
- ◆ It's about making perfectly-informed decisions using all the necessary information - *nope*
- ◆ Gathering the evidence will give you **The Answer** – *nope*
- ◆ We're doing it already – *possibly but unlikely – we always use evidence but that's not EBP*

Three likely key differences between EBP and what we already do...

1. Approach to use of evidence

- **Conscientious:** Persevere, be diligent, build capacity and capability
- **Explicit:** Share, discuss, write down, capture
- **Judicious:** Judge quality, don't automatically trust, put probability on it, focus on best evidence

2. Multiple sources

- To triangulate and cross-check
- To contextualize and make sense and better use of evidence from other sources

3. A structured and stepped approach

- Get evidence for possible problems/opportunities first only then consider evidence for possible solutions
- We are easily distracted and pushed off course
- Many individual and organizational obstacles - structure can help

Example barrier 2: Individual and group cognitive biases

- ◆ System 1 and System 2 thinking
 - System 1 – fast, emotional, low effort, use of cognitive short-cuts, 'that's cool', 'wow' moments
 - System 2 – slow, more critical reasoning, higher effort
- ◆ We are 'hardwired' to make fast System 1 decisions – which is good for most everyday decisions
- ◆ *Not* good for larger more complicated and more important decisions

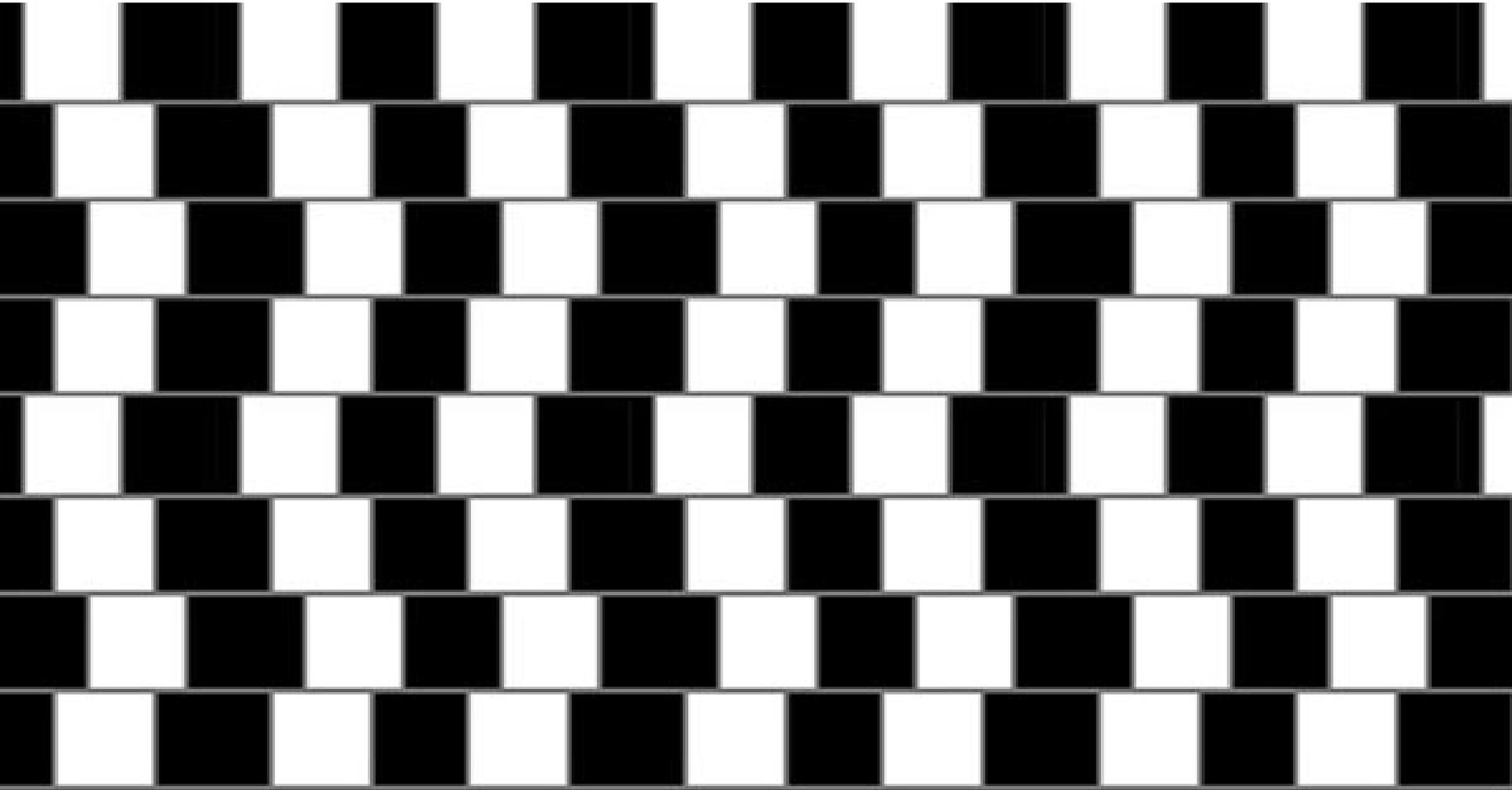
THINKING,
FAST AND SLOW

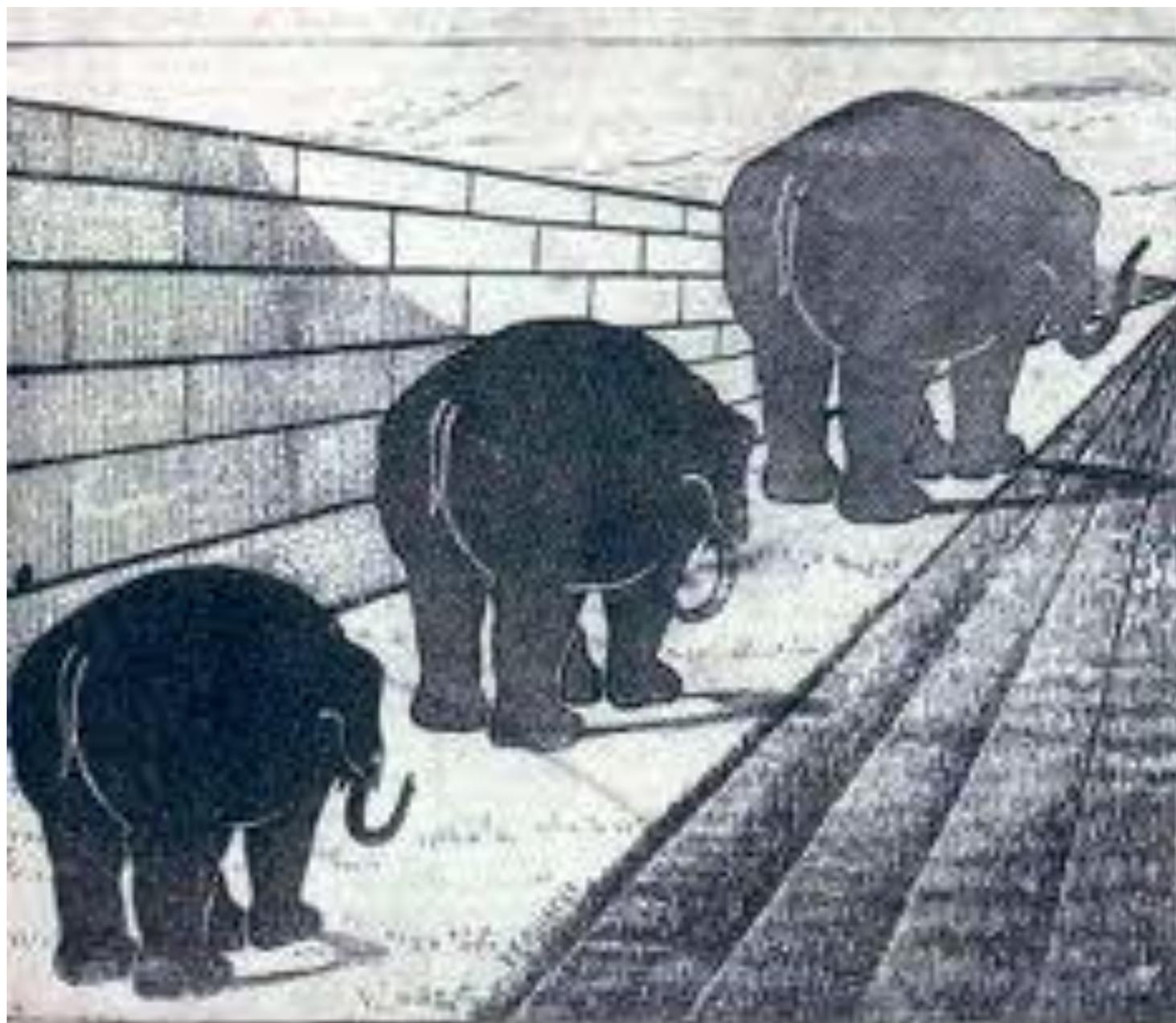


DANIEL
KAHNEMAN

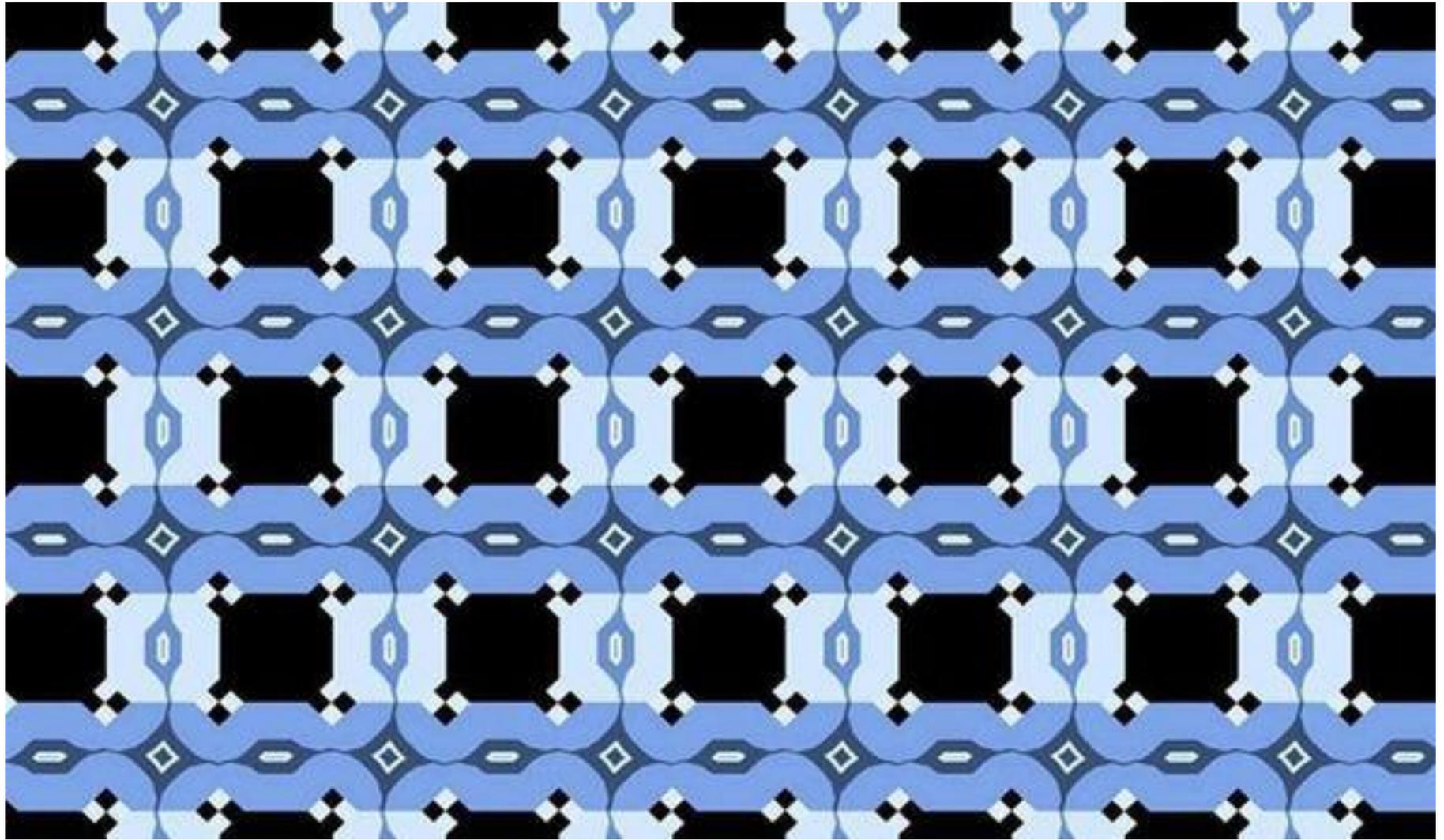
WINNER OF THE NOBEL PRIZE IN ECONOMICS

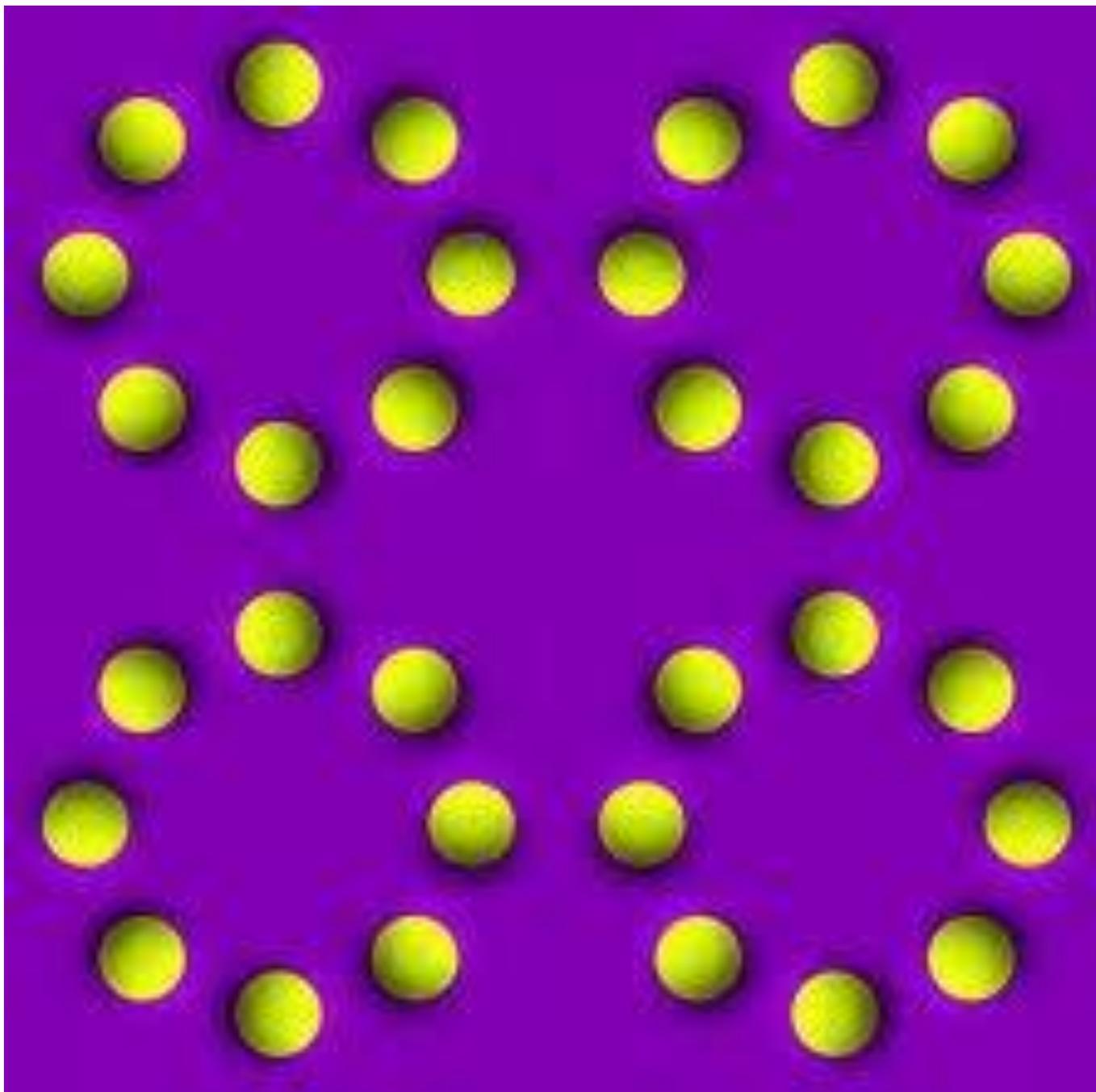
Visual biases too: Some classic optical illusions

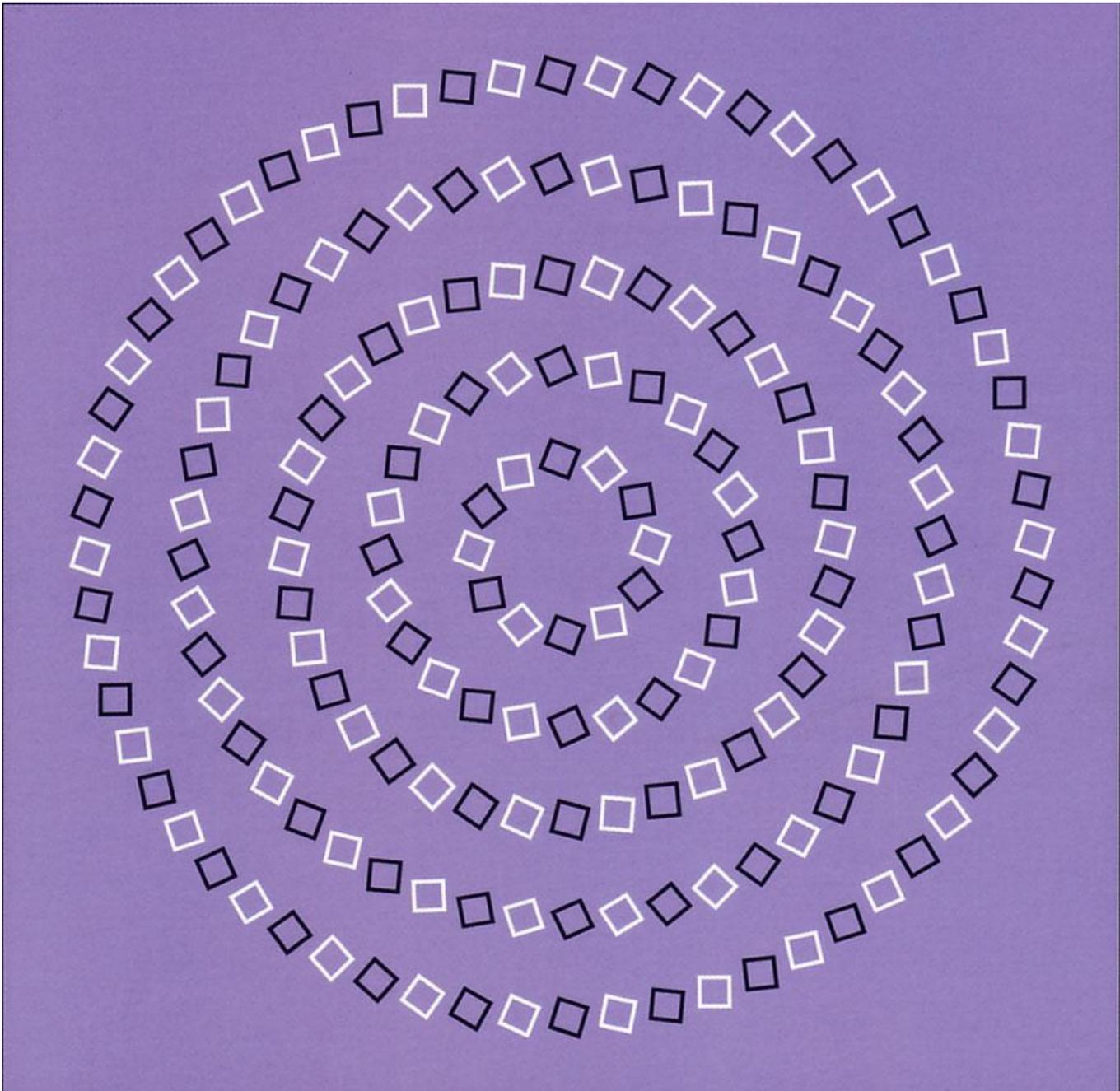




Curious Captain Dobson's: Which is the biggest elephant?







Thinking (too) fast...



A bat and ball cost one Euro and ten cents.
The bat costs a Euro more than the ball. How
much does the ball cost?

Error and biases in problem-solving and decision-making – some *examples*

- ◆ *Confirmation bias*: Tendency to interpret and search for information consistent with one's prior beliefs
- ◆ *Hindsight bias*: Tendency to see past events as being more predictable than they were before the event occurred
- ◆ *Loss aversion*: Tendency to prefer avoiding losses than to acquiring gains
- ◆ *Anchoring effect*: Tendency to rely too heavily or over-emphasize one piece of information (e.g., restaurant wine lists, large reductions in price in sales)
- ◆ *Framing effect*: Drawing different conclusions from exactly the same information presented in different ways (e.g., would you prefer a ready meal that's "85% fat free" or "15% fat"?)
- ◆ *Meta-cognitive bias*: The belief we are immune from such biases

Example barrier 3: Management fads and fashions

- ◆ 'New' and 'exciting' ideas practices and techniques
- ◆ Adopted quickly and widely across many countries and types of organizations
- ◆ Can strongly shape what organizations do (and do not do)
- ◆ Tend to disappear after a few years to be replaced by...another 'new' and 'exciting' idea

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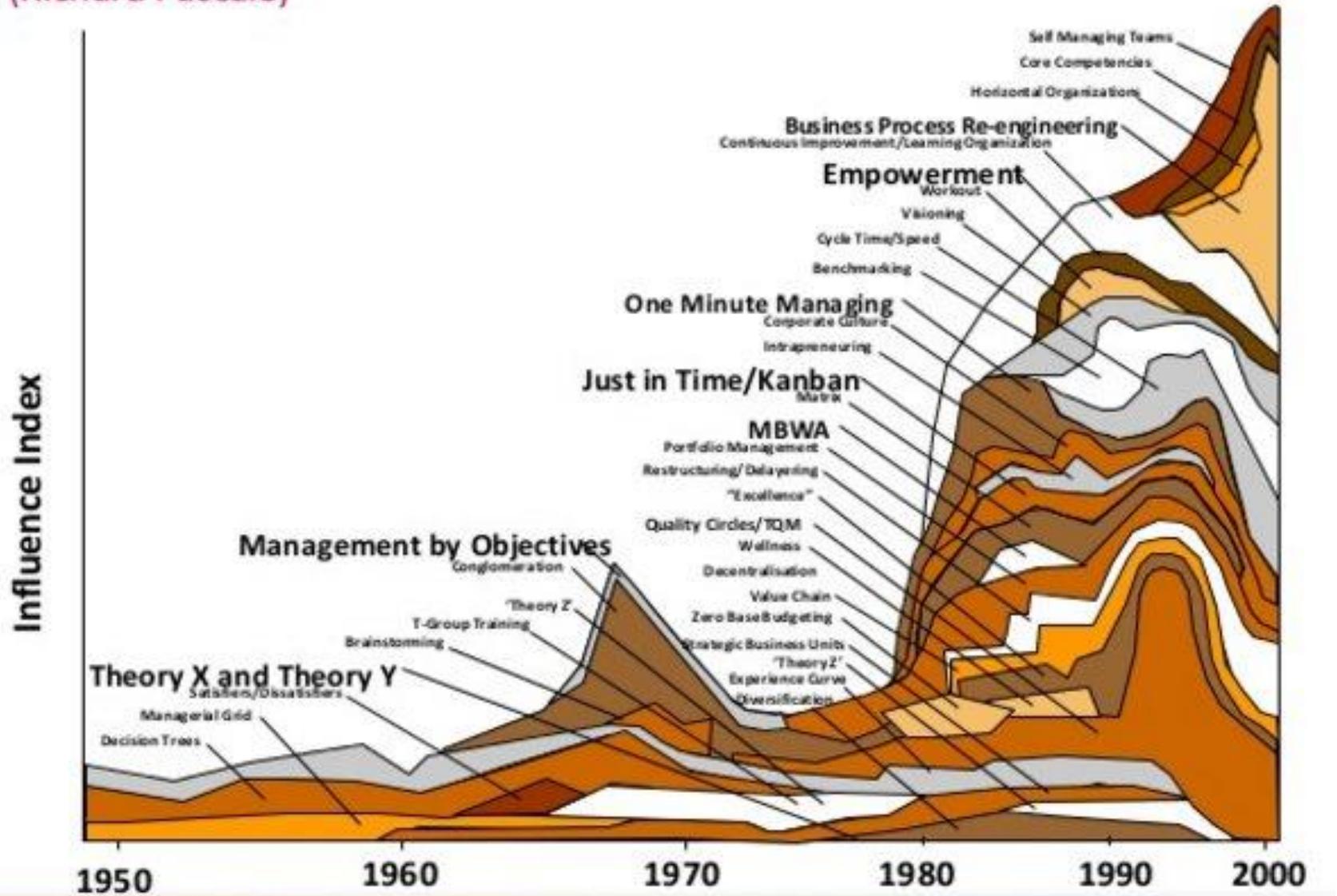
*Author, speaker, and founder of
The Employee Engagement Group*

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Business Fads 1950 – 2000

(Richard Pascale)



Fads and fashions get in the way of evidence-based practice

- ◆ Fads get in the way of clear and critical thinking
- ◆ Encourage solutioneering – identifying a ‘problem’ by the absence of the ‘solution’ (e.g., *the problem is we don’t do emotional intelligence training, we need to increase our engagement scores, we don’t have a talent management strategy*)
- ◆ Fads as interventions *may* be effective but
 - Are not the panaceas they often claim to be
 - Even if they work, effect may not be large
 - May be no more effective than existing interventions
 - Can be harmful
 - Over-applied – to all organizations and problems

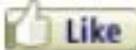
Why do managers and organizations buy management fads and fashions?

- ◆ Because they are human...
- ◆ Do you have a kitchen cupboard containing kitchen equipment which you bought but very rarely use?





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Example barrier 4: Managers incentivized away from evidence-based practice

ESPOUSED GOALS

- ◆ Do what works (but few evaluations)
- ◆ Help organization fulfil its mission
- ◆ Make well-informed decisions
- ◆ Identify and solve important problems
- ◆ Do the right thing
- ◆ Treat everyone equally
- ◆ Speak truth to power(?)

REAL INCENTIVES

- ◆ Get 'stuff' done
- ◆ Get 'stuff' done fast
- ◆ Avoid trouble
- ◆ Fix political or presenting problems
- ◆ Meet targets
- ◆ Do what gets measured
- ◆ Style over substance
- ◆ Favour those who help advance personal goals

Summary so far

- ◆ Evidence-based practice in management is about using the best available evidence from multiple sources to identify problems and solutions
- ◆ Management as a profession or the functions within it are not particularly evidence-based yet
- ◆ There are many barriers to evidence-based practice such as...
 - Misconceptions of EBP
 - Cognitive biases
 - Fads, fashions and (some) consultancies
 - Managers' incentives

**PART 5: WHAT IS THE ROLE OF
EVIDENCE-BASED MANAGEMENT IN
DIFFERENT ORGANIZATIONS
(POLITICAL, GOVERNMENT,
MUNICIPALITIES, THIRD SECTOR)?**

Politicians and governments

- ◆ Often *greater transparency in and scrutiny of decision-making* than in private sector (conscientious, explicit, judicious) so evidence-based management *fits well*
- ◆ Politicians (like all professionals) may be incentivized by other things (in this case power and re-election)
- ◆ What politicians, policy-makers, civil servants, advisors, and citizens want may be very different – hard to balance
- ◆ Evidence-based policy-making particularly important because
 - Spending taxpayers money
 - Government policies often tied to psychological, physical and economic well-being

Third sector

- ◆ Charities may face the 'road to hell paved with good intentions' problem
 - Perception of a bad social or ethical problem – often connected to individual or social well-being
 - Strong good intentions, desire to help and to just 'do something' – will lead to poor decision-making
- ◆ Spending money donated by the public and government – should not waste it
- ◆ Partly why evidence-based philanthropy movement has evolved

Making Charitable Donations That Get Results

*'Great advice: inspiring,
entertaining and much-needed.'*
- James Caan, Dragons' Den panelist

*'The book which charities
want donors to read.'*
- BBC Children in Need

**IT AIN'T WHAT
YOU GIVE**

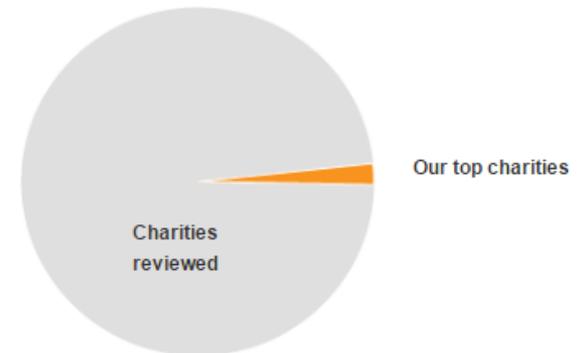
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Caroline Fiennes

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Philanthropic Leaders Launch New Data and Evidence Initiatives to Advance What Works

APRIL 25, 2015 AT 2:37 PM ET BY DAVID WILKINSON



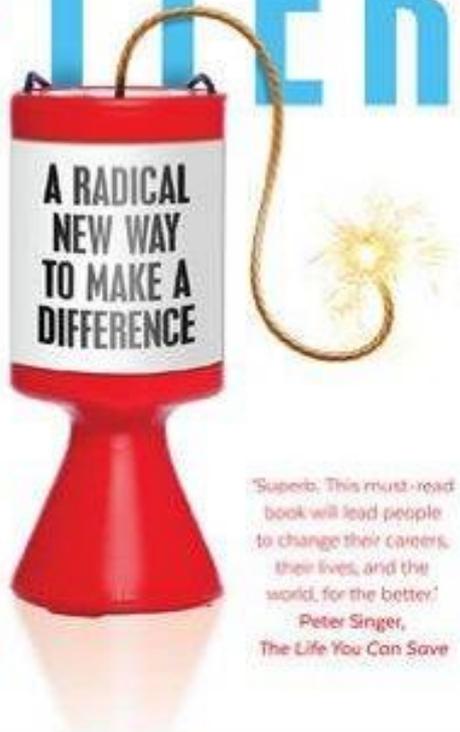
Data-driven, evidence-based policy can be a game changer for people and communities in need. When we know what works best and act on it, we achieve better results – increase reading levels, decrease homelessness, help more working families join the middle class – while making smarter use of taxpayer dollars.

The Obama administration has doubled down on efforts to advance the use of rigorous evidence to drive smart policy decisions and to scale what works. Our social innovation agenda involves a two-step approach: using data and evidence to identify solutions that work better and then, once we've found measurably better solutions, replicating and scaling what works.

WILLIAM MACASKILL

Co-founder of the Effective Altruism movement

DOING GOOD BETTER



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'Superb. This must-read book will lead people to change their careers, their lives, and the world, for the better.'

Peter Singer,
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Peter
Singer

Author of *The Life You Can Save*

The
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Good
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Can Do

*How Effective Altruism Is Changing
Ideas About Living Ethically*

PART 6: SOME CONCLUSIONS

Why does evidence-based management matter?

- ◆ It matters if we want our organizations to be *more effective* and *less wasteful*
- ◆ It matters if we want to *support professionals* in organizations *to be evidence-based* in their own practice
- ◆ It matters *even more for organizations in the public and third sector* who are spending the public's money and are involved in *doing good* and *avoiding harm*

What's the point of evidence-based practice?

- ◆ EBP is not **about** the evidence itself but rather something to help us...
 - ...do stuff that addresses *important* business/organizational/social problems and opportunities (rather than trivial issues)
 - ...do stuff *that is more likely to work* (rather than stuff that is unlikely work or has little effect)
- ◆ Evidence-based practice is also *ethically-based* practice as
 - Maximizes chances of doing good
 - Minimizes chances of doing harm
 - Takes into account the values (including ethical) of stakeholders a key part of the evidence picture

Questions? Comments? Thoughts?

r.briner@gmail.com

Rob B Briner

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