

CLOSING THE LOOP | EVIDENCE-BASED DECISION MAKING

RESEARCH QUESTION

What can an organization do in order to foster more evidence-based decision-making?

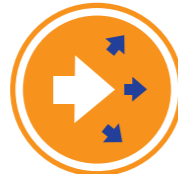
Answering this question will help decision and policy makers improve the quality of their decisions by helping them use and consider the best available evidence.

SCOPE

We will be focusing particularly on:



Office buildings
Major renovation projects.



Top influencers
For policy and building design features impacting wellbeing and productivity



Both **individual** and **contextual** factors affecting the decision-making process



Why isn't it common practice?

Academic knowledge is often failing to overcome three important stages among practitioners:



Managers are unaware and sceptic about the quality and relevance of research. They are also influenced by **cognitive biases**, like a false feeling of uniqueness and an overblown trust in their personal previous experiences as guidance towards decision-making.

“Helping management to become a true profession based on a body of knowledge, not on hunches.”

What can be done?

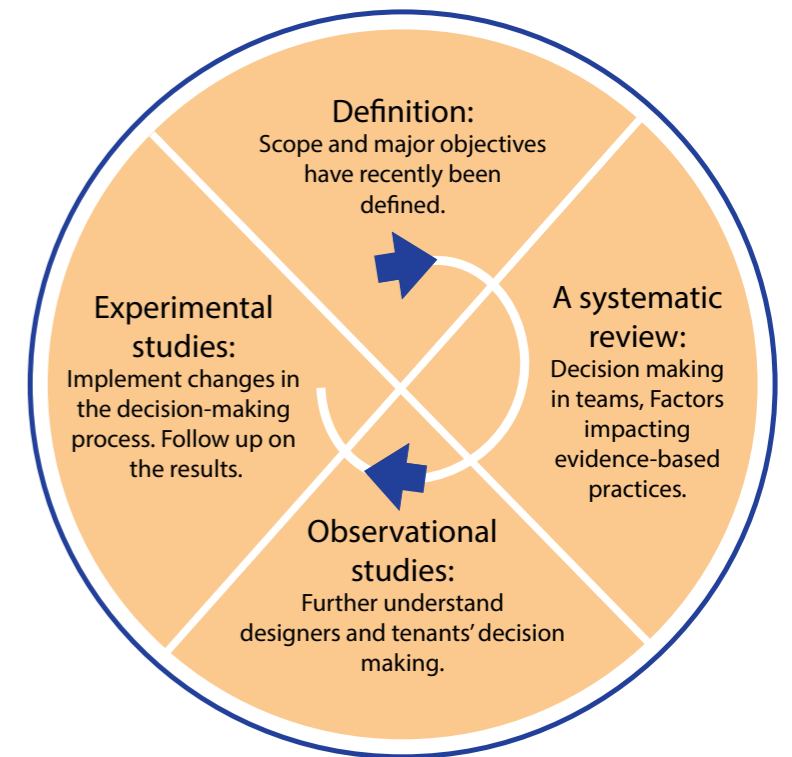
- Foster evidence-based practices through a practice-oriented research project to:
- Develop a stakeholder mapping to identify the top influencers
 - Explore their current decision frameworks through observation
 - Test several solutions by introducing changes in their decision making process

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METHODOLOGY

The following steps are foreseen for 2015-2017:



THE RESULT



Building designs that result in healthier and more productive workforces

PREVIOUS RESEARCH

It works: Research has studied and proven its benefits. It is becoming a standard in other fields like medicine and studies have proven the results in a management environment.

Its not happening: There is a large knowledge gap between research and practice. Managers are often relying on intuition or low quality evidence.

ANTICIPATED IMPACTS



Informed Policy & Decision Making resulting in better designed buildings and healthier occupants.

Improved quality of management decisions

INDUSTRIAL PARTNERS

AECOM

Brookfield MULTIPLEX

BM

HASSELL

RP1009



LOW CARBON LIVING
CRC