



Evidence-Based Practices: Improving Individual and Organizational Decision-Making



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Who are these people?



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Vela's Mission

**Using Science,
Psychology, Data,
& Technology**
**to improve individual and
organizational decision-making.**



What To Expect



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Decision-Making

- Gathering information
- Evaluating information and options
- Selecting an option



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Decision-Making

Major decisions in
firms have a failure
rate higher than 50%.

“Intelligence and experience, then, may be necessary but do not appear to be sufficient for effective decision-making.”

– Dalal & Bolunmez (2016)

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Dalal, R. S., & Bolunmez, B. (2016). Evidence-Based Strategies to Improve Workplace Decisions: Small Steps, Big Effects. *SHRM-SIOP Science of HR Series*, 1-22.; Nutt, P. C. (2002). *Why decisions fail: Avoiding the blunders and traps that lead to debacles*. San Francisco, CA, USA: Berrett-Koehler.

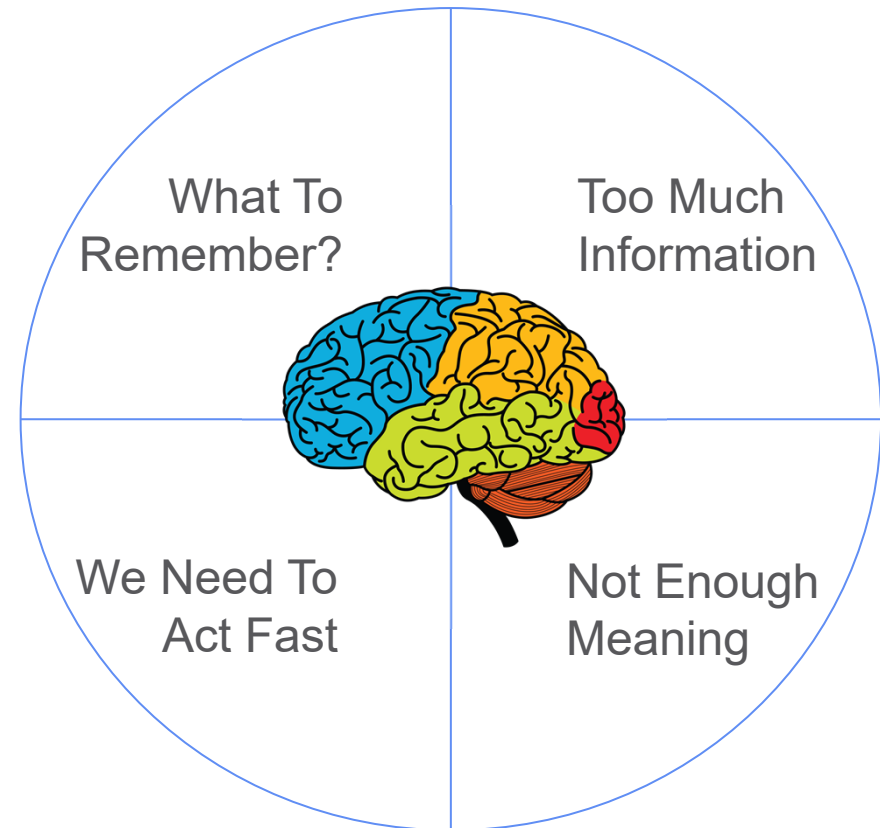


Bounded Rationality

- Capacity of our brains
- Available information
- Time



Cognitive Bias Codex



Simon, H. A. (1982). *Models of bounded rationality*. Cambridge, MA: MIT Press.
Source: <https://www.designhacks.co/products/cognitive-bias-codex-poster>



Why We Rush Through Decision-Making







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Why We Rush Through Decision-Making

	Real Threat	Not a Real Threat
Perceived Threat		
Did Not Perceive		



There is a Better Way

SCIENTIFIC LITERATURE

What research has been published to support or guide the development of the study?

ORGANIZATIONAL INFORMATION

What does our internal data tell us?

TECHNOLOGY

What can we learn from technology and how can we leverage it to communicate?

PROFESSIONAL EXPERTISE

What does your professional expertise tell you is happening?

STAKEHOLDERS

What are the stakeholder perspectives, values or concerns?



ASK

Translating the practical issue into an answerable question.

ACQUIRE

Systematically searching for and retrieving evidence from all sources.

APPRAISE

Critically judging the trustworthiness or relevance of the evidence collected.

AGGREGATE

Weighing and combining evidence from each source.

APPLY

Incorporating the evidence into the decision-making process and conversation.

ADVISE

Communicating ongoing feedback.

ASSESS

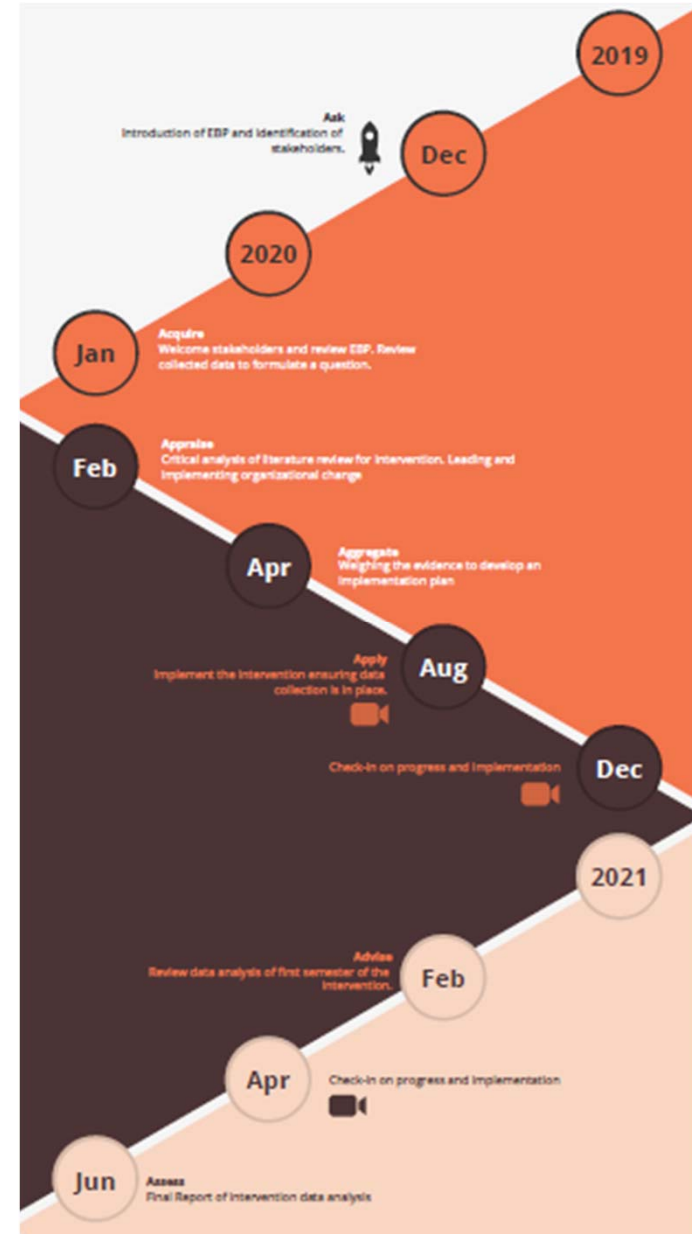
Evaluating the outcome of the decision that was made.

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GEAR UP and Evidence-Based Practices



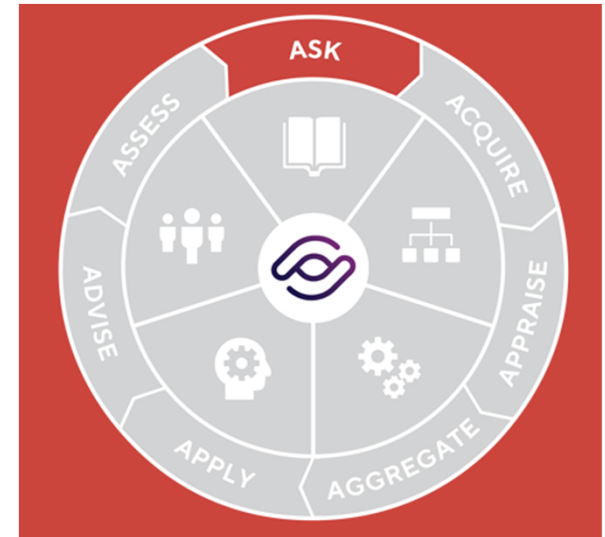
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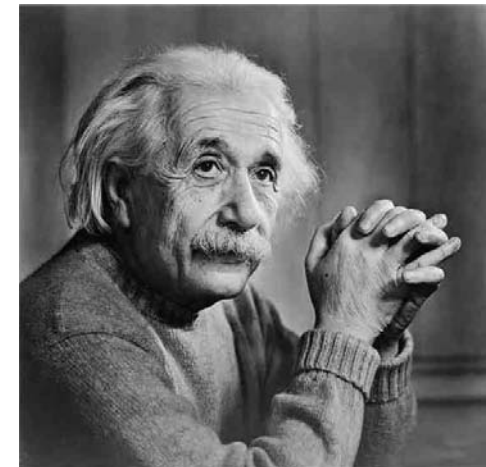
Step 1: Ask

Ask: Can the problem be translated into an answerable question?

- Search for understanding of the issue
- Shortcuts = Frustration
- More time assessing = Less time solving



“If I had an hour to solve a problem.
I would spend 55 minutes thinking about the problem and
5 minutes identifying solutions.”



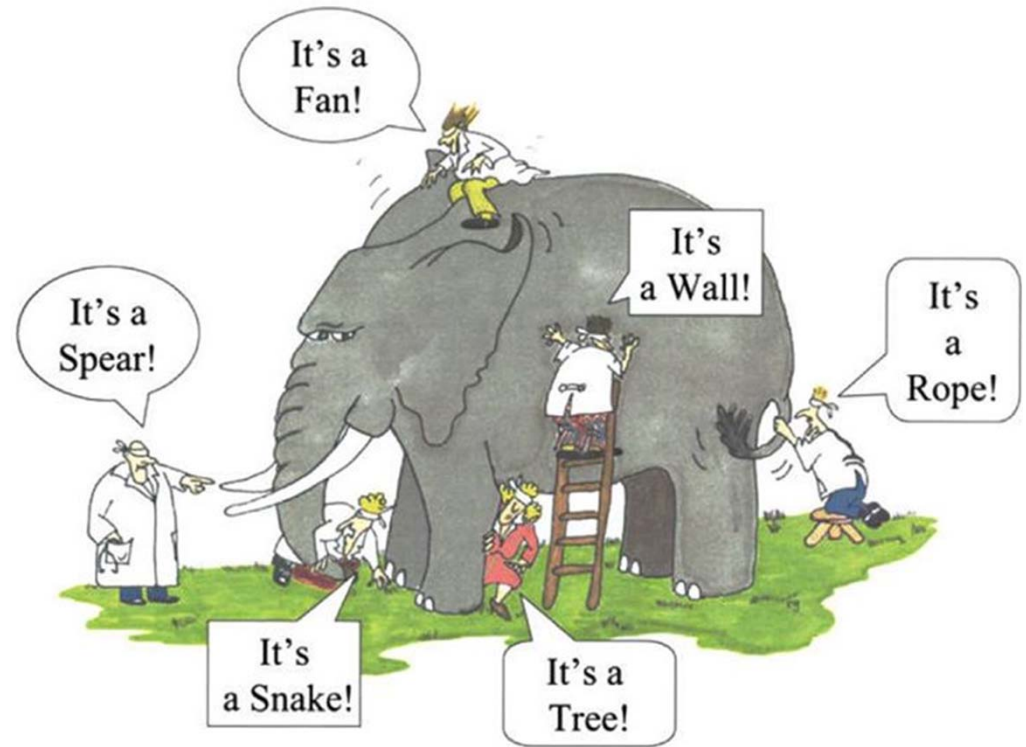
Albert Einstein

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Get the Full Picture



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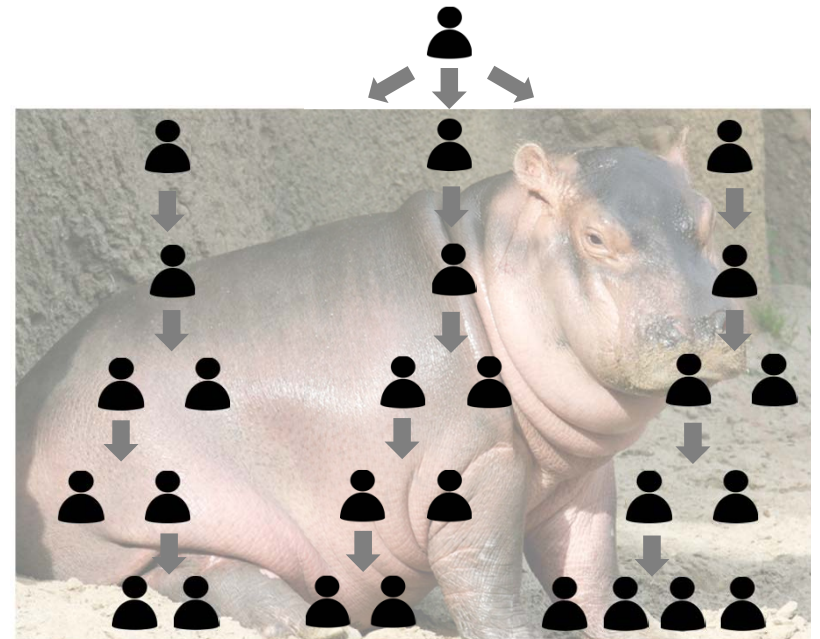
Stakeholder's Input

Do not ignore the politics

(and there are always politics)

Hippos are not always right

Highest
Paid
Person's
Opinion



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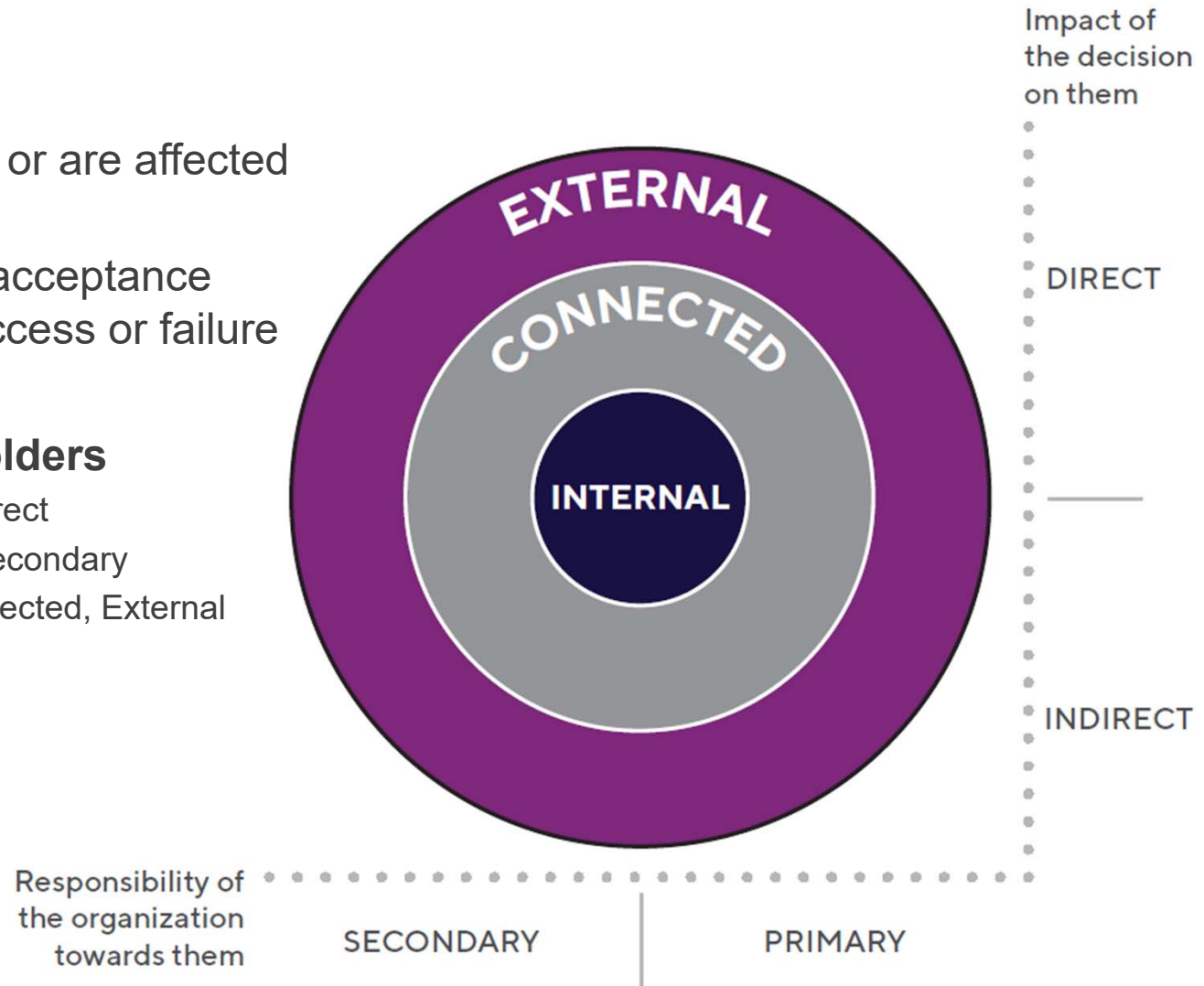


Stakeholder: Types

- Interests affect or are affected by the decision
- Stakeholder's acceptance determines success or failure

Types of Stakeholders

- Direct vs. Indirect
- Primary vs. Secondary
- Internal, Connected, External

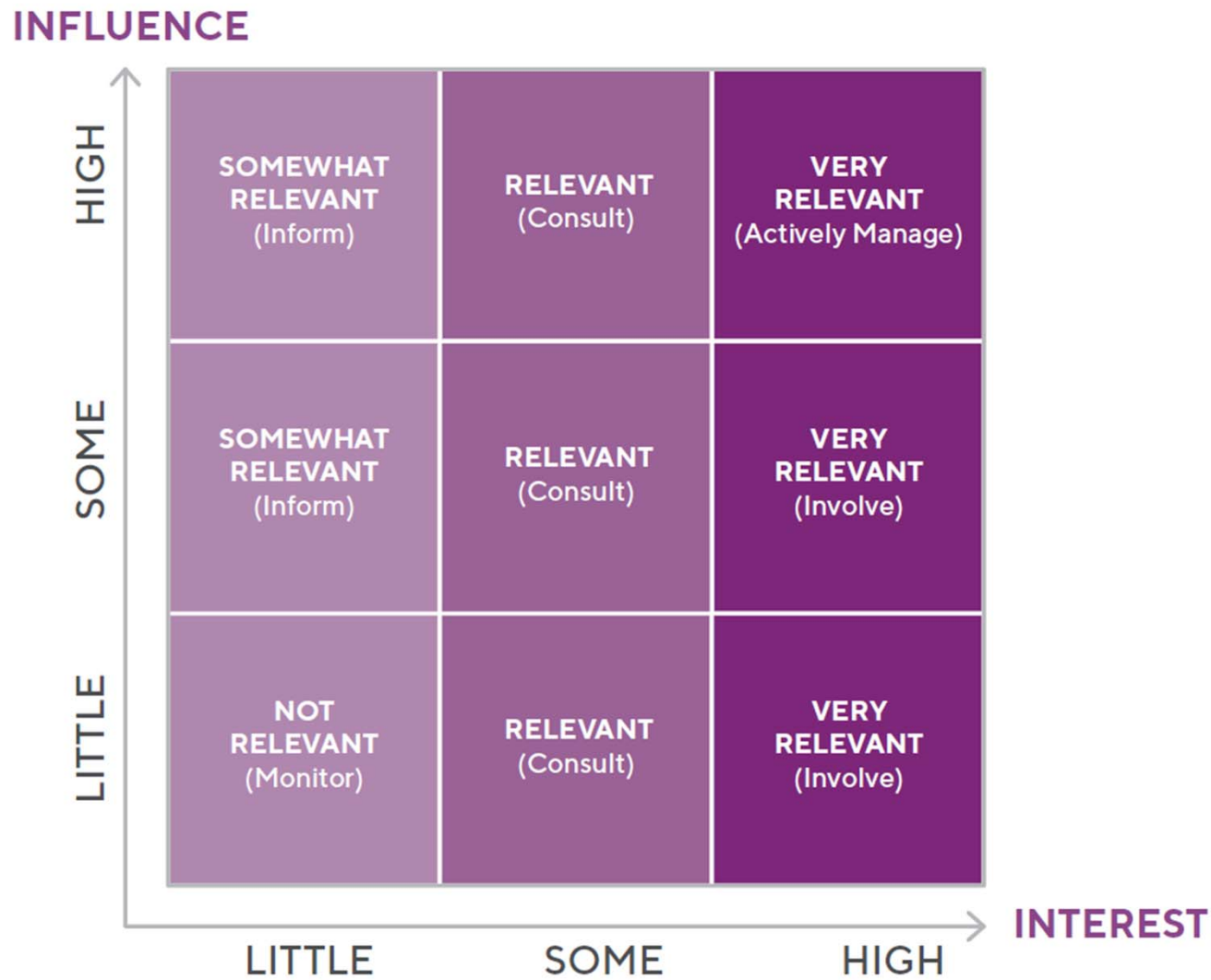


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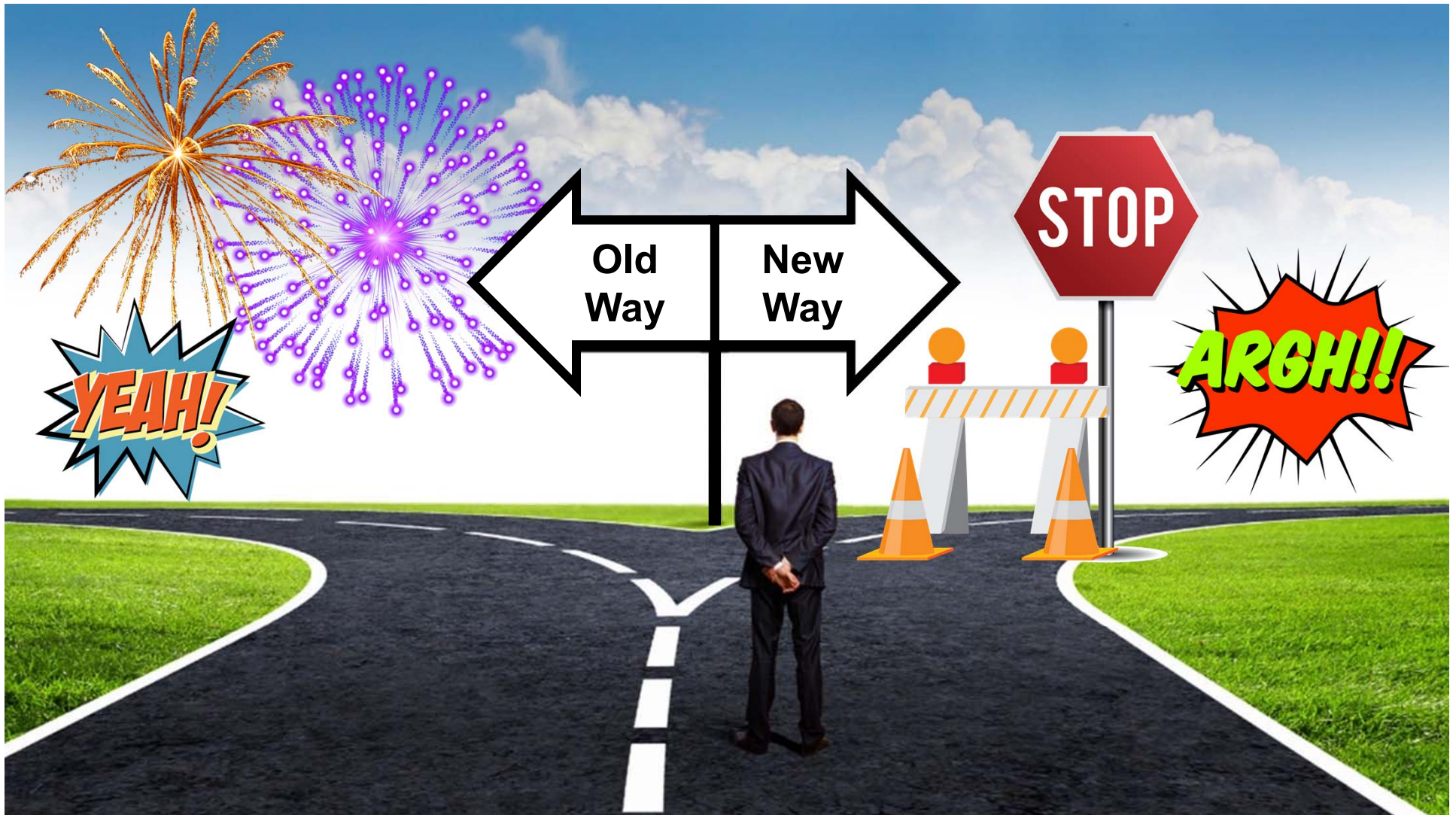


Stakeholder: Influence versus Interest





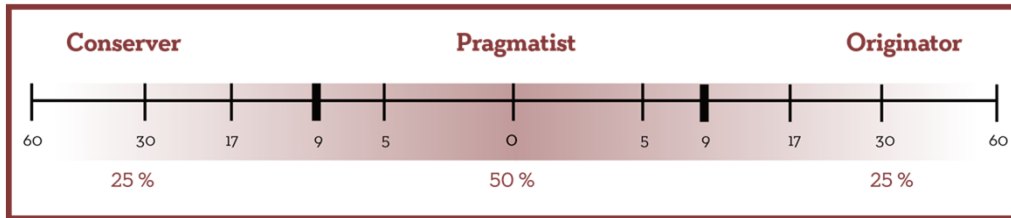
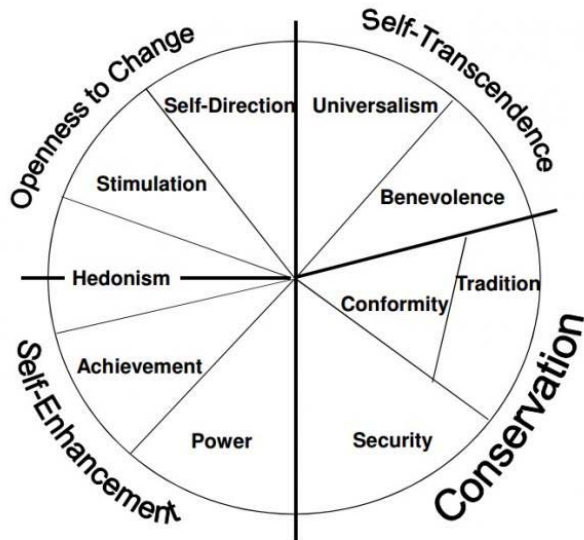
Reactions to Change



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Where Are Your Stakeholders Coming From?



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Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. *Online Readings in Psychology and Culture*, 2, 1. Online: <http://dx.doi.org/10.9707/2307-0919.1116>;
 Musselwhite, W. C., & Ingram, R. P. (2003). Change style indicator facilitator guide.

How You Can Lead People Through Change



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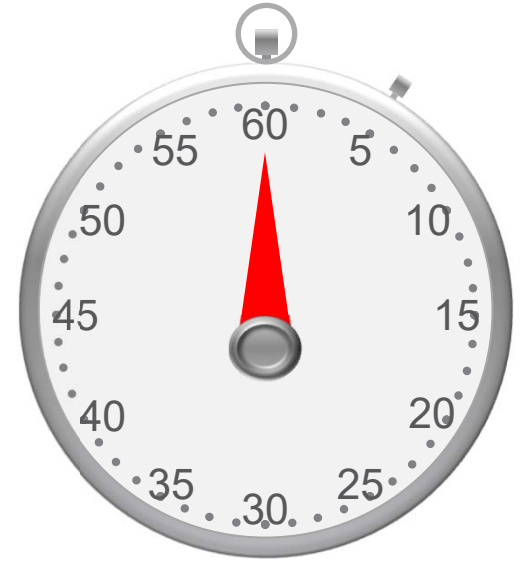
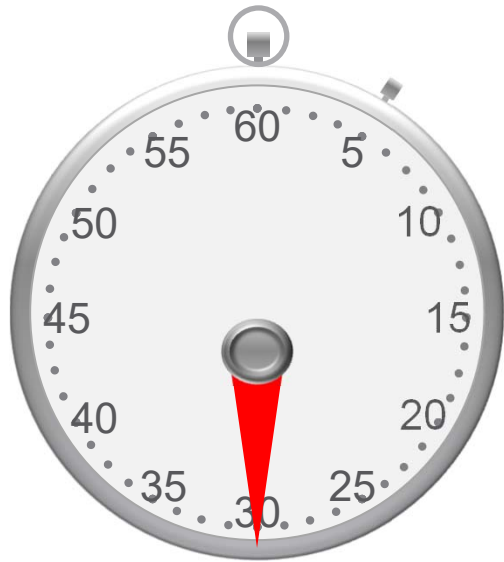
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Rosenthal Effect

Maze *Bright*

Maze $G \times \infty$



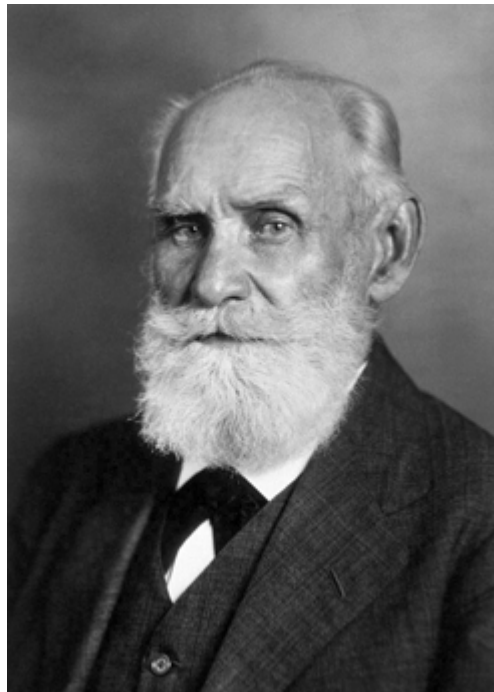
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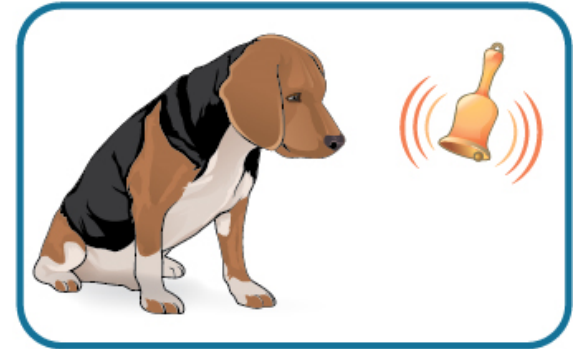
Rosenthal, R., & Fode, K. (1963). The effect of experimenter bias on performance of the albino rat. *Behavioral Science*, 8, 183-189.



Want a Different Response?



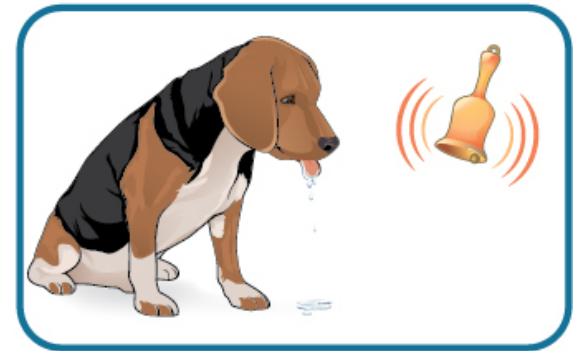
Before Conditioning



During Conditioning



After Conditioning



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Black, Stephen L. "Pavlov's dogs: For whom the bell rarely tolled." *Current biology* 13, no. 11 (2003): R426.;
Tully, T. (2003). Reply: The myth of a myth. *Current Biology*, 13(11), R426.



What We Discussed Today



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THANK YOU

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