

EVIDENCE BASED MANAGEMENT & LEADERSHIP



GENTEX[®]
TRAINING CENTER



Introduction

Evidence Based Management & Leadership develops the discipline of making managerial decisions from the best available evidence rather than from habit, hierarchy, or the loudest opinion. Managers face constant pressure to act quickly, and quick action drawn from intuition alone produces predictable errors: fads adopted without proof, practices retained because they feel familiar, and policies copied from other organisations without checking fit. This Evidence Based Management & Leadership Training Course builds the practical capability to source, appraise, and apply evidence. Participants examine the six sources of evidence in the Pfeffer and Sutton model, the evidence hierarchy, systematic review and critical appraisal methods, and experimental design. Furthermore, the course covers organisational data analysis, decision quality, and bias reduction. As a result, participants leave able to argue from evidence and to test their own assumptions.

Evidence Based Management & Leadership Course Objectives

- Apply the evidence-based management framework across the six evidence sources.
- Frame managerial problems as answerable, evidence-testable questions.
- Search scientific literature using structured search strategies and databases.
- Appraise evidence quality using hierarchies and critical appraisal checklists.
- Interpret systematic reviews, meta-analyses, and effect sizes correctly.
- Gather and analyse organisational data including internal indicators and surveys.
- Reduce decision bias using structured reasoning and pre-mortem techniques.
- Design and evaluate workplace experiments including A/B and pilot testing.
- Engage stakeholder and practitioner expertise without over-relying on it.
- Build an evidence-informed decision culture using decision logs and review routines.



Course Methodology

The course applies interactive, practice-based methods:

- Facilitated workshops on live managerial decisions.
- Case studies of evidence-informed and evidence-ignored decisions.
- Hands-on literature search and critical appraisal exercises.
- Group exercises on problem framing and question formulation.
- Simulation of a pilot design and evaluation review.
- Action planning that converts each method into a decision routine.

Who Should Take This Course

- Senior and mid-level managers.
- HR, organizational development, and people professionals.
- Strategy, policy, and performance managers.
- Business analysts and evidence specialists.
- Continuous improvement and quality professionals.
- Consultants supporting evidence-informed change.

Evidence Based Management & Leadership Course Outlines

Day 1: Foundations of Evidence-Based Management

- Defining evidence-based management and its origins.
- Reviewing the six sources of evidence in the Pfeffer and Sutton model.
- Understanding why managerial decisions default to intuition and imitation.



- Examining common management fads and their weak evidence base.
- Distinguishing evidence, data, opinion, and anecdote.
- Assessing your organisation's evidence practices.
- Identifying decisions in your work that need better evidence.

Day 2: Asking Answerable Questions and Finding Evidence

- Converting vague problems into answerable questions using PICO-style framing.
- Building search strategies with keywords, synonyms, and Boolean operators.
- Using academic databases and practitioner evidence repositories.
- Distinguishing primary studies, reviews, and practitioner summaries.
- Assessing source credibility and publication bias.
- Documenting search methods for transparency.
- Producing a focused evidence question and search plan.

Day 3: Appraising Evidence and Organisational Data

- Applying evidence hierarchies to management research.
- Using critical appraisal checklists for studies and reviews.
- Interpreting effect sizes, confidence intervals, and significance.
- Reading systematic reviews and meta-analyses accurately.
- Collecting internal data through indicators, surveys, and interviews.
- Assessing measurement quality, sampling, and validity.
- Appraising a study and an internal dataset.



Day 4: Deciding, Experimenting, and Reducing Bias

- Combining the six evidence sources into a defensible decision.
- Applying the decision quality framework to options.
- Reducing bias with pre-mortems, red teams, and structured dissent.
- Designing workplace pilots and A/B tests with control groups.
- Setting success measures and stopping rules before testing.
- Documenting decisions, assumptions, and rationale.
- Designing a pilot evaluation plan.

Day 5: Building an Evidence-Informed Culture

- Communicating evidence to sceptical and time-pressed audiences.
- Using data storytelling and the pyramid principle.
- Building decision logs, review routines, and learning cycles.
- Encouraging challenge and intellectual honesty in teams.
- Measuring decision outcomes instead of only decision speed.
- Sustaining evidence practices through training and leadership modelling.
- Finalizing a personal evidence-based leadership action plan.

Conclusion

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By successfully completing Evidence Based Management & Leadership, participants will have acquired practical knowledge of evidence sources, question framing, literature searching, critical appraisal, organisational data analysis, experimentation, and bias reduction. They will have gained skills in evidence appraisal, problem framing and search strategy, experimental design and evaluation, and evidence-informed decision communication, plus a personal action plan. Gentex Training Center designed this program to help leaders decide from evidence rather than assumption.

FAQs

Q1 What is the "Evidence Based Management & Leadership" course about?

It teaches leaders to base decisions on the best available evidence. Participants study the six evidence sources, question framing, literature searching, critical appraisal, organisational data analysis, workplace experimentation, and reducing decision bias.

Q2 What are the key benefits of the "Evidence Based Management & Leadership" course?

Participants gain better-justified decisions, fewer costly management fads, and stronger evaluation of change initiatives. Organisations also test ideas before scaling them, learn faster from results, and build a culture where claims require support rather than seniority.

Q3 What skills will I gain from the "Evidence Based Management & Leadership" course?





You will develop four core skills: evidence appraisal and critical reading, problem framing and literature search strategy, experimental design and outcome evaluation, and evidence-informed decision communication.

Q4 What tools, methods, or standards are covered in the "Evidence Based Management & Leadership" course?

The course covers the Pfeffer and Sutton six sources of evidence, PICO-style question framing, Boolean search strategies, evidence hierarchies, critical appraisal checklists, systematic reviews and meta-analysis interpretation, effect sizes and confidence intervals, the decision quality framework, pre-mortems and red teams, and A/B and pilot testing with control groups.

Q5 How is the "Evidence Based Management & Leadership" course applied in real-world practice?

Participants apply the methods to live managerial tasks, such as framing a decision question, running a literature search, appraising a study, designing a workplace pilot, and presenting an evidence-based recommendation. Each module ends with an action commitment, so learning transfers directly into management practice.