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.

**RESEARCH QUESTION**

**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

**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.

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

**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.

- **Managers are often relying on intuition or low quality evidence.**

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“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

**METHODOLOGY**

The following steps are foreseen for 2015-2017:

- A systematic review: Decision making in teams, Factors impacting evidence-based practices.
- Observational studies: Further understand designers and tenants' decision making.
- Experimental studies: Implement changes in the decision-making process. Follow up on the results.
- **Creating awareness**
- **Transmitting credibility**
- **Facilitating a correct application**

**DEFINITION:**

Scope and major objectives have recently been defined.

**ANTICIPATED IMPACTS**

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

**INDUSTRIAL PARTNERS**

- AECOM
- Brookfield Multiplex
- BMW
- Hassell

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