

CLOSING THE LOOP: EVIDENCE-BASED DECISION MAKING

Research Question

How evidence-based are decisions in the built-environment industry?

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

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

Figure 1: Sources of evidence for evidence-based decision making (EBDM)



Methodology

Scope:

- Design & development of office buildings
- Top influencers
- Individual and contextual factors

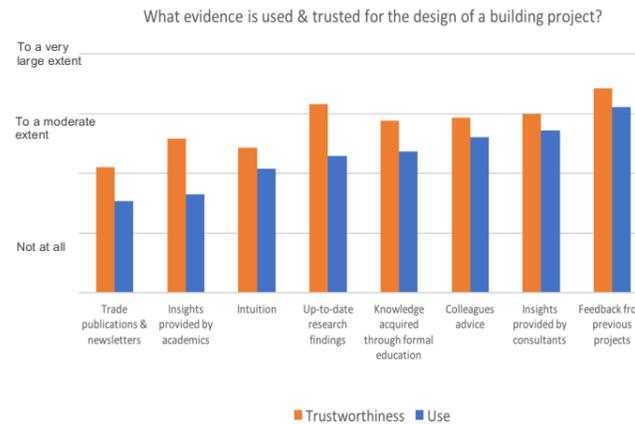
Sample:

- 200+ survey responses from top managers representing a myriad of stakeholders (i.e. engineers, architects, consultants, developers, tenants, etc.)
- 17 interviews with top influencers

Results

Managers in the built-environment rely mostly on lessons learnt from previous projects, insights provided by consultants, and the expertise of their colleagues. These three sources of evidence are considered to be highly trustworthy, together with up-to-date research findings.

Figure 2: Sources of evidence influencing decisions



Managers believe in the potential of EBDM but their current practices differ (Figure3). The key identified levers that organisations can focus on to increase the practice of EBDM are:

- **Learning goal orientation:** An individuals' disposition towards developing one's ability at work is an important predictor of EBDM. This malleable personality attribute is highly relevant in this context.
- **Subjective norms:** Perceived social pressures or expectations in relation to the adoption of EBDM is highly associated with its practice. The norms embedded in the immediate workgroup, organisations and the industry as a

whole are influencing the decision-making process. As a result, some sources of evidence are considered legitimate and essential, whereas others tend to be overlooked.

Conclusions

EBDM is not a common practice in the built-environment, but managers have a positive attitude towards its adoption. Managers can foster EBDM by focusing on the identified levers (Figure 4). Consultants and industry bodies such as GBCA are highly influential & a potential channel to connect the body of evidence with the decision-makers.

Figure 3: Current decision-making vs EBDM

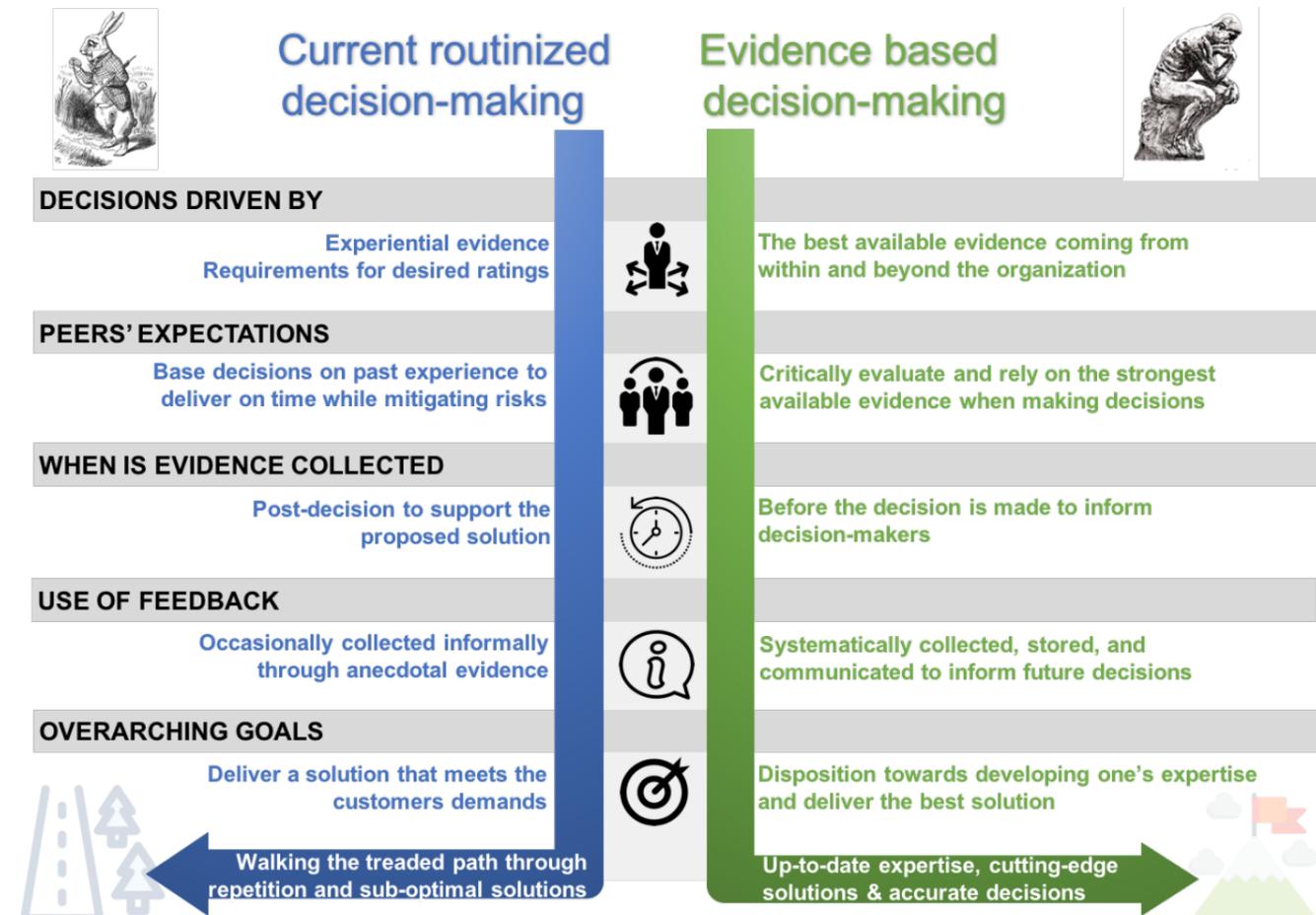


Figure 4: Identified levers to foster EBDM



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