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

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Who are these people?

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

– Dalal & Bolunmez (2016)
Bounded Rationality

- Capacity of our brains
- Available information
- Time

Cognitive Bias Codex

What To Remember?
We Need To Act Fast

Too Much Information
Not Enough Meaning

Source: https://www.designhacks.co/products/cognitive-bias-codex-poster
Why We Rush Through Decision-Making
### Why We Rush Through Decision-Making

<table>
<thead>
<tr>
<th></th>
<th>Real Threat</th>
<th>Not a Real Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perceived Threat</strong></td>
<td>![Bear]</td>
<td>![Stuffed Bear]</td>
</tr>
<tr>
<td><strong>Did Not Perceive</strong></td>
<td>![Skull]</td>
<td>![Happy Bear]</td>
</tr>
</tbody>
</table>

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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.”

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Albert Einstein
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

INFLUENCE

HIGH
SOMETHAT RELEVANT (Inform)
RELEVANT (Consult)
VERY RELEVANT (Actively Manage)

SOME
SOMETHAT RELEVANT (Inform)
RELEVANT (Consult)
VERY RELEVANT (Involve)

LITTLE
NOT RELEVANT (Monitor)
RELEVANT (Consult)
VERY RELEVANT (Involve)

INTEREST
LITTLE
SOME
HIGH

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Reactions to Change

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Where Are Your Stakeholders Coming From?


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How You Can Lead People Through Change

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Rosenthal Effect

Maze Bright vs Maze Gx∞

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Want a Different Response?

What We Discussed Today

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THANK YOU

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