

# Research to Practice: 20 Years of Evidence & Experience of Business Management

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# Most business issues are generic...

- Repetitions of familiar problems cloaked in the guise of uniqueness

Peter Drucker, 1966

- The first principle is that you must not fool yourself - and you are the easiest person to fool

Richard Feynman, 1974

# Who is Paul DePodesta?

- Moneyball
- How did baseball scouts find players before Moneyball?
- What did Paul do to revolutionize that process?



# Preview



- How do managers tend to make (flawed) decisions?
- What is EBM?
- How can we do it?
- Where do we find evidence?
- What have I learned from my 20 years of research?
- Wrap-up and “Take-Aways”

# Anecdotes vs The Ivory Tower

- Stephen Covey versus Tim Judge
- Who is Stephen Covey?
- Who is Tim Judge?

# How decisions are often influenced

- Cognitive Biases & Ulterior Motives
- Fads and Consultants
- Politics & Incentives

# Perspectives



# Management Fads

- Quality Circles
- TQM
- Knowledge Management
- Talent Management
- Outsourcing
- Lean
- Leading Change



# So why do we need evidence-based practice?

- Bounded Rationality
- Management Fads
- Consultants
- Power and politics



# We use evidence in everyday life.

- Which film shall I watch this weekend?



- Which hotel shall I book in a city I've never been to before?



- What kind of car should I buy?
- Which washer should I buy?



# The underlying logic of EBM

- Practitioners in any field routinely make decisions and judgments (e.g., about interventions).
- Those decisions are based on evidence (information) of various and many types.
- Using only a little evidence or evidence that is not relevant or valid is likely to produce poorer decisions and poorer outcomes.
- Using more and more relevant and valid evidence is likely to produce better decisions and outcome.

# What IS Evidence Based Management?

- Evidence-based practice is the conscientious, explicit and judicious use of the best available evidence in a decision-making process by
  - Asking
  - Acquiring
  - Appraising
  - Aggregating
  - Applying
  - Assessing

Sackett 1996

# Better yet...

- EBM is about making decisions through the conscientious, explicit, and judicious use of four sources of information:
  1. practitioner expertise & judgment
  2. evidence from the local context
  3. critical evaluation of the best available research
  4. perspectives of those affected

# Evidence as Anecdote

- New “Breakthroughs” rarely are new and often misguided
- Researchers can be fatally biased
- Common sense rules the day
- Must balance evidence with intuition

# Types of Research To Examine

- Data Driven Books
- Harvard Business Review
- Data Driven Articles
  - Theory driven
  - Data driven
  - Review articles
  - Meta-Analysis
- Other sources?

# Finding Evidence

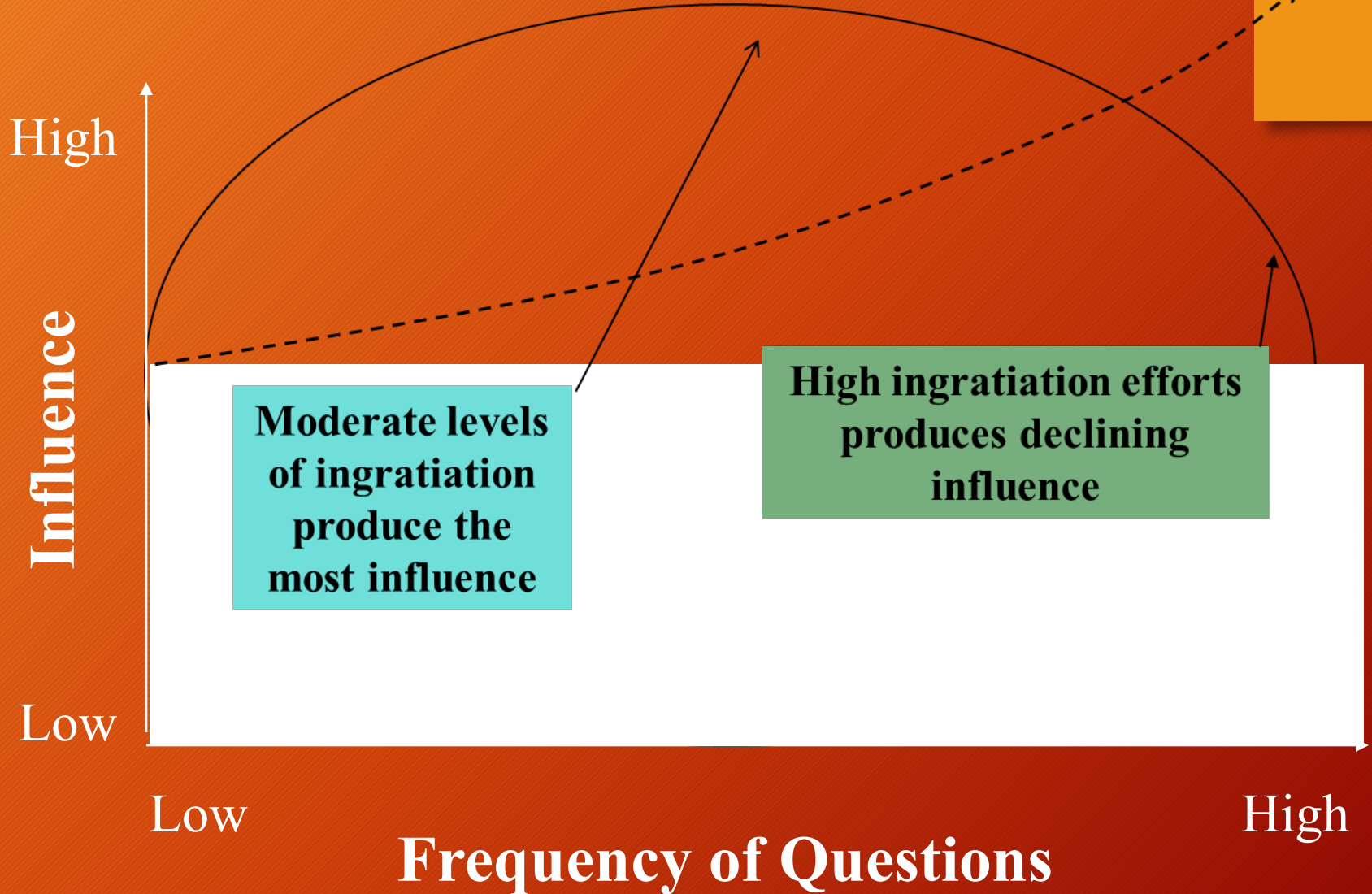
- Consultants/Professors
- Societies and Organizations
- Journals
- Magazines
- Books
- Proquest/ABI-Inform



# Research Examples

- Reactions to merit pay increases: A longitudinal test of a signal sensitivity perspective. *Journal of Applied Psychology*.
- How leaders perceive employee deviance: Excusing favorites while blaming victims. *Journal of Applied Psychology*.
- A social network perspective on LMX relationships: Accounting for the instrumental value of leader and follower networks. *Journal of Management*
- Asking for influence: Advice seeking as ingratiation tactic. *Southern Management Association*.

# Asking questions: Building Influence



# Evidence Based MBA Director

- Curriculum, Admissions & and Delivery Change
- Online, Face-to-Face and Hybrid
- GMAT Admission Portals
- Outcome variables:
  - Overall enrollment
  - Class enrollments
  - Student performance
  - Job Placement

# Wrap-up

- Evidence based management is not THE answer. It is PART of the answer.
  - Evidence
  - Experience & Intuition
  - Stakeholder Needs

# Questions? Comments?

## Thank You!

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