

Evidence-Based Management and Leadership Decisions Training Course

4 – 8 October 2027
Munich

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Training Center

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Ref: 1730_229943 **Date:** 4 – 8 October 2027 **Location:** Munich **Fees:** 5700 Euro

Overview

Evidence-based management and leadership decisions is a one-week course for managers, team leaders, functional heads, analysts, and strategy and people professionals who leave with an Evidence-Based Management Decision File. Participants frame answerable management questions, acquire four evidence sources, perform critical evidence appraisal, and build an evidence synthesis decision record. The course replaces selective facts and unsupported management claims with explicit uncertainty, tradeoffs, outcome measures, and review. Agile Leaders Training Center teaches evidence-based management and leadership.

Who Should Attend

- Management functions responsible for workplace priorities, resource choices, and performance decisions
- Leadership functions responsible for teams, change, culture, and accountable outcomes
- Strategy and performance functions responsible for assumptions, measures, and decision reviews
- People and organizational development functions responsible for workforce practices and interventions
- Analysis and advisory functions responsible for evidence acquisition, appraisal, and synthesis

The course assumes participants contribute to workplace decisions and leaves out advanced statistics, software training, academic systematic-review production, and AI model development.

Departments and Industries

The course supports departments and industries that must justify management choices with trustworthy and relevant evidence.

- Executive management, strategy, performance, and transformation departments
- Human resources, organizational development, learning, and workforce planning functions
- Operations, quality, customer service, and project delivery functions
- Financial services, manufacturing, logistics, and technology organizations
- Healthcare administration, education, professional services, and public-service organizations

Learning Objectives

By the end of this course, participants will be able to:

- Apply the six-step evidence-based management process to workplace decisions
- Build answerable questions and evidence-acquisition plans
- Analyze research, organizational, practitioner, and stakeholder evidence
- Evaluate trustworthiness, relevance, bias, and causal claims
- Compare conflicting evidence and document uncertainty and tradeoffs
- Build decision records, outcome measures, and review cycles

Course Agenda

Day 1: Frame the Management Decision

- CEBMa Six-Step Evidence-Based Management Cycle
- Answerable Management Question Template
- Decision Claim, Assumption, and Outcome Map
- Management Myth and Received-Wisdom Challenge Log
- Decision Scope and Stakeholder Boundary Canvas

Day 2: Acquire Four Evidence Sources

- Scientific Research Search and Retrieval Plan
- Organizational Data Relevance and Quality Checklist
- Practitioner Expertise Elicitation Guide
- Stakeholder Values and Concerns Interview Map
- Four-Source Evidence Acquisition Register

Day 3: Appraise Evidence and Claims

- Research Trustworthiness and Relevance Appraisal Sheet
- Organizational Measure Validity and Reliability Review
- Practitioner Judgment Bias and Calibration Checklist
- Stakeholder Representativeness and Influence Matrix
- Association, Causation, and Alternative Explanation Test

Day 4: Aggregate, Apply, and Assess

- Evidence Weight and Consistency Matrix
- Conflicting Evidence Synthesis Table
- Decision Uncertainty and Tradeoff Register
- Evidence-to-Action Decision Record
- Outcome Measure and Decision Review Cycle

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Day 5: Evidence-Based Decision Practice

- Exercise: Repair an Answerable Management Question
- Exercise: Appraise a Four-Source Evidence Pack
- Exercise: Challenge a Causal Management Claim
- Exercise: Defend a Decision under Conflicting Evidence
- Capstone Exercise: Evidence-Based Management Decision File

Practical Exercises

The course uses suggested activities based on workforce, service, operations, and change decisions.

- Suggested activity: turn a broad productivity concern into an answerable question with outcomes, population, context, and decision boundaries.
- Suggested activity: appraise research findings, local measures, practitioner judgment, and stakeholder concerns for a workforce intervention.
- Suggested activity: test a performance claim for bias, measurement weakness, alternative explanations, and causal overstatement.
- Suggested activity: synthesize conflicting evidence and document a conditional decision, measures, owners, and review point.

FAQs

Who suits evidence-based management and leadership, and what does it assume?

Evidence-based management and leadership suits managers, team leaders, functional heads, analysts, and people, strategy, and performance professionals. It assumes participants can bring a workplace decision or management claim for structured examination.

How does evidence-based management differ from business analytics training?

Evidence-based management combines critically appraised research, organizational data, practitioner expertise, and stakeholder values in a decision process, while business analytics training concentrates on data analysis methods, models, and reporting.

What are the four evidence sources in evidence-based management?

The four evidence sources are scientific research, organizational data, professional expertise, and stakeholder values and concerns. Each source is appraised for trustworthiness and relevance before the evidence is combined.

How does critical evidence appraisal improve leadership decisions?

Critical evidence appraisal tests how evidence was gathered, whether it is reliable and relevant, what bias may affect it, and whether it is sufficient for the claim, context, and decision.

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What belongs in an Evidence-Based Management Decision File?

An Evidence-Based Management Decision File records the question, sources, appraisal results, conflicting findings, assumptions, uncertainty, tradeoffs, chosen action, decision owners, outcome measures, and review results.

Conclusion

Participants take an Evidence-Based Management Decision File back to work. The file connects the decision question, four evidence sources, appraisal, synthesis, uncertainty, action, measures, and review in one traceable record. It changes management debate from selective support for preferred answers into an explicit process for testing claims and learning from outcomes.