



Cornell University
School of Hotel Administration

Applying and Developing Evidence-Based Management in the Hospitality Industry

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 For Hospitality Leadership

What is Evidence-Based Management?

- Evidence-based management (EBMgt) is about making decisions through the conscientious, explicit, and judicious use of four sources of information: practitioner expertise and judgment, evidence from the local context, a critical evaluation of the best available research evidence, and the perspectives of those people who might be affected by the decision.



The Origins of EBMgt

- Evidence-Based Medicine
- What does It involve?
 - (1) Use of scientific principles in decisions
 - (2) Systematic attention to organizational facts
 - (3) Advancements in practitioner judgment through critical thinking and decision aids
 - (4) Ethical considerations including effects on stakeholders.



**Organizational
Characteristics**

EBMgt

**Research
Evidence**

**Managerial
Expertise**



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Why is EBMgt Important?

■ Some human resource examples

- ❑ A happy employee is not necessarily a high-performing employee
- ❑ Intelligence is a better predictor of job performance than is personality
(yes, even in the hospitality industry)
- ❑ Interviews are terrible selection devices

■ Is it really necessary?

- ❑ Managers in general
- ❑ Cornell undergraduates
- ❑ Cornell Masters' Student



What Needs to Change?

■ The old paradigm

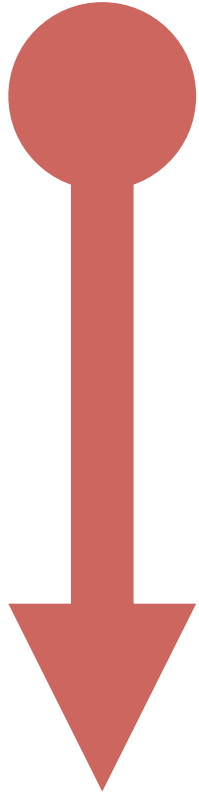
- ❑ Experience *is* education
- ❑ “Work you way up”
 - Ellsworth Milton Statler
 - Diamond Jim Brady

■ The new paradigm

- ❑ The field of hospitality has a foundation of knowledge
- ❑ Higher educational institutions can help deliver this knowledge
- ❑ Research can help create this knowledge



Progression of Conceptual Development



1. Do nothing
2. Use intuition and experience of leader(s)
3. Copy what other organizations have done
4. Seek expert consultation
5. Examine relevant cases
6. Apply evidence-based decision making



EBMgt is More than Lecture

- **Understand that “facts” may change**
 - From EBMed: “Half of what you learn in medical school will be shown to be either dead wrong or out-of-date within 5 years of your graduation; the trouble is that nobody can tell you which half.”
 - David Sackett
- **So many sources**
- **Equivocal results**



What EBMgt Skills Should Practitioners Develop?

1. Formulate an answerable question
2. Search for the best available evidence
3. Critically appraise the quality of the found evidence
4. Integrate the evidence with managerial expertise and organizational concerns
5. Apply the evidence-based solution
6. Monitor and evaluate the results



Using Research Evidence

- Know how to find good research
- Know how to read good research
- Know how to evaluate research
 - (to know if it is good or not)
- Know how to apply good research



Barriers to EBMgt

- Lack of research in hospitality programs
- Resistance to research in hospitality academics
- Strong perception from senior management that research has no managerial significance, that it is largely an academic pursuit.
- Lack of executive education on the topic
- In organizational decisions, power and politics are more important than evidence



How to Develop Your EBMgt Skills

- Embrace life-long learning
- Learn statistics and research methods
- Collect Data
- Read research (or research translations)
- Work with academic institutions
- Help close the gap between research and practice

