



# Evidence Based Business

**Building effective business cultures using evidence-based research.  
Competitive advantage through talent, performance management, and experimentation.**

## About Us

Evidence Based Business (EBB) provides cutting-edge management research services to help businesses better understand their employees.

Our team members are experts in the study of human behavior and its application in business contexts. We start with proven theories from fields such as anthropology, psychology, sociology, and economics, along with management practices that have been proven to work, to help firms better harness the capabilities of their employees.

Using this foundation, we collect and analyze specific data regarding your particular business issues. We then use our expertise at interpreting and leveraging the results to deliver actionable and effective outcomes for your business.

## Evidence-Based Management

When evidence-based management practices are implemented, organizations gain competitive advantage that is not easily copied by others.

Evidence-based management starts with the hard facts, and involves a commitment to conduct and monitor scientific studies about human resources (HR) programs. Research indicates that successful management involves giving employees clear goals, continuous and helpful support, and useful feedback.

Armed with evidence-based management principles, firms can better understand their employees to achieve desired goals.

## The Value of a People-Centered Strategy

The purpose of a business is to create satisfied customers through the provision of services. To achieve such goals, companies need to perform basic functions such as accounting for their finances and following government laws. Although these are crucial functions of every business, people-centered functions—management systems and HR programs—are equally important.

Current research now suggests that firms can no longer achieve sustained competitive advantage without paying attention to people. The bottom line is that financial performance is really a measure of human performance. Firms that work hard to implement people-centered practices will likely find themselves on a trajectory to sustainable financial performance.

## Management and Human Resources Services

Improving your HR and management practices will likely produce a positive return-on-investment in your firm. This is because most companies have ignored the well-documented evidence indicating that successful companies focus a large amount of attention on their people rather than simply focusing on the financial bottom line.

Consider the following evidence. Companies with a low-commitment to evidence-based management often equate their employees with costs, and thus seek to limit the amount of money that they put into training, salaries, and other HR programs. High-commitment HR firms often have a strong belief that employees are their most important asset, and work hard to hire the best people, give them clear goals and feedback, and help them be successful in the firm.

High-commitment HR companies recognize that although people-centered strategies do entail an investment, investing in their people increases productivity, improves efficiencies, and hence leads to greater firm profitability. Since this type of culture cannot easily be copied by others your investment in evidence-based management practices will likely lead to a strong and long-lasting competitive advantage.

Our evidence-based management services are divided into three modules:

- Strategic Human Resource Management
- Building Organizational Capabilities
- Human Resources Analytics

### Strategic Human Resource Management

Strategic HR management is an approach to help firms create and retain a competitive advantage through future-oriented and people-centered strategies. We help our clients develop the types of strategies and company culture that will create such a competitive advantage. Armed with knowledge about what behaviors your firm will need in the future, we help your firm focus in on specific areas, which if improved, will result in the greatest performance leverage.

Through seminars and focus groups, we help companies create strategic people-centered plans by:

- Uncovering how your organization can produce customer value by building strategies that are difficult to imitate.
- Revealing specific behaviors and competencies your firm should develop to gain the most leverage from your workforce.
- Comparing your current practices to evidence-based “best” practices, and deciding where to focus your change efforts.
- Implementing new plans, assessing how change will impact current practices, and building efforts to resist organizational pushback.

## Building Organizational Capabilities

Once your firm has a plan concerning its people-oriented strategies, you may decide to begin developing specific organizational capabilities. Organizational capabilities refer to specific behaviors and processes about what people need to do to meet particular objectives.

Research suggests that firms have a greater opportunity to make improvements by developing specific behaviors and abilities that lead to desired outcomes. For example, it is more important to think about the specific skills that managers need to motivate their employees, rather than worry about the number of management layers.

We specialize in the development of three types of organizational capabilities:

- **Organizational Talent.** *Attracting, hiring, and retaining high-impact employees.*  
Successful firms understand that employing and keeping high-impact employees is the foundation for long-lasting competitive advantage.
- **Organizational Learning.** *Developing a shared vision and commitment to experiment.*  
High-performance firms share information with their employees, and work hard to communicate the firm's vision. Successful firms view their organizations as unfinished prototypes and are willing to experiment with new systems and processes.
- **Performance Management.** *Accountability through measures and rewards.*  
The management literature is huge and ever changing, but the evidence-based literature indicates that successful management involves giving employees clear goals, continuous and helpful support, and useful feedback.

Although management fads seem like fast and easy quick fixes, the real solution is almost always in implementing evidence-based management practices to build productive organizational capabilities.

## Human Resources Analytics: Research, Statistics, Data Mining

For some firms it may be valuable to use our extensive research backgrounds to collect and analyze organizational data from your employees and customers. We are experts in both qualitative and quantitative research methods, and have years of experience using statistical methods to analyze and interpret complex datasets. Some examples of research tools include:

- Pre-interview psychological hiring tests
- Employee satisfaction and commitment questionnaires
- Organizational culture assessment (climate, culture, employee-organization fit)
- Program evaluations (satisfaction, learning, outcomes, ROI)
- Data mining and generation of predictive models from HR datasets

The purpose of gathering and analyzing data is to create an organizational culture in which decision-making is based on hard facts, and not simply based on routines and habits. The goal is to teach organizational leaders to use data to uncover key leverage points that will result in the greatest impacts.

## Pricing

Companies have different organizational problems and strategies. As a result, prices for our management deliverables are best decided after a consultation period with potential clients. Our goal is to show our clients that we are committed to adding value to their firm through evidence-based principles.

We believe that clients should pay for performance, thus we offer our services in two ways. Some clients may prefer a fixed fee based on a defined project or a total number of hours. We also offer services partly based on a fixed fee to cover our costs, and the remainder based on a pre-determined agreement concerning your firm's performance. When negotiating a pay for performance contract, we discuss with clients how we can measure various outcomes related to our services.

## Contact Us

For more information about our management research services, please contact us at:

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