

**The Evidence-Based Management Collaborative Meeting III:  
Capacity Building and Prototyping**

*A Project Sponsored by*

**Academy of Management  
Carnegie Mellon University  
(Tepper School of Business and Heinz School of Public Policy & Management)  
Advanced Institute of Management  
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**EBMgt** helping managers and organizations make better decisions

**CREDO**

Evidence-Based Management (EBMgt) enhances the overall quality of organizational decisions and practices through reflective use of relevant and best available scientific evidence. EBMgt combines conscientious, judicious use of best evidence with individual expertise; ethics; valid, reliable facts; and consideration of impact on stakeholders. Its success is enhanced by quality connections among practitioners, management educators, and scholars.

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**PROGRAM SCHEDULE**

**Meeting Site: CBI Classroom, 3rd Floor Posner Hall, Tepper School of Business,  
Carnegie Mellon University  
Hotel: Holiday Inn University Center, Pittsburgh**

**PROGRAM SCHEDULE - Objectives for Meeting III:**

1. **Prototyping:** Identifying the best applications developed by Collaborative participants and preparing them for use and dissemination.
2. **Launching:** Implementing EBMgt-promoting activities (syntheses, practice summaries, publications, EBMgt Conferences at professional meetings, etc.)

**Thursday, June 26, 2008**

TIME	TOPIC/ACTIVITY
12:00 pm - 1:00 pm	<b>LUNCH and WELCOME</b>
1:00 pm - 2:00 pm	<b>RECONNECT</b> <ul style="list-style-type: none"> <li>• Agenda and Goals for EBMgt III</li> <li>• What's new with you in EBMgt?</li> <li>• What do you think of the Credo? (Thank you, Rob)</li> </ul>
2:00 pm - 3:30 pm	<b>TASK FORCE REPORTS and DISCUSSION</b> <ul style="list-style-type: none"> <li>• <b>MGT REVIEW TASK FORCE</b> Jason Azuma, Ravi Madhavan, Paul Salipante, Richard Adams</li> <li>• <b>CONNECTIONS w/ASSOCIATIONS</b> Jean Bartunek, Jone Pierce, Deb Cohen (SHRM), Christopher Woock (Conference Board), Rob Briner (AIM)</li> <li>• <b>AOM DIVISION REPORTS</b> - Interest on part of divisions for engaging in synthesis, evidence summaries for practice, teaching EBMgt etc. Gail, Miguel, Ravi, Tim, Jean, Jone</li> <li>• <b>COMPANY CONTACTS</b> – Bob Ford, Christopher Woock</li> <li>• <b>END-User TEST Approach (advising Wiley, AOM and SIOP)</b> Marta Mooney and team</li> <li>• <b>DATA QUALITY ACT: Challenge or Opportunity?</b> Marta Mooney</li> </ul>
3:30 pm - 3:45 pm	<b>BREAK</b>
3:45 pm – 5:30 pm	<b>TASK FORCE REPORTS and DISCUSSION CONT'd</b> <ul style="list-style-type: none"> <li>• <b>EBI DEVELOPMENT-</b> Rob Briner, Miguel Olivas, Severin Hornung, Gail Porter</li> <li>• <b>AOM April Meeting w/Board of Governors</b> Rob Bringer, Denise Rousseau</li> <li>• <b>Losers Cry Louder Than Winners Cheer</b> What are the downsides of EBMgt, for scholars, for practitioners, for association-based groups (e.g., strategy researchers?) How might these be addressed or countered?</li> </ul>

5:30 pm - 6:00 pm	<p><b>FOLLOW UP PLANS</b></p> <ul style="list-style-type: none"> <li>• Opportunities and activities to pursue based upon reports</li> </ul> <p><b>QUICK FEEDBACK</b></p> <ul style="list-style-type: none"> <li>• How are we doing so far?</li> <li>• Suggested changes?</li> </ul>
6:15 – 6:30 pm	<b>RETURN TO HOTEL – Shuttle Bus</b>
7:30 pm	<b>DINNER at Church Brew Works</b> – Trolley Pick up 7:15 pm

**Friday, June 27, 2008**

<b>TIME</b>	<b>TOPIC/ACTIVITY</b>
7:45 a.m.	Bus from Hotel to Carnegie Mellon
8:00 am - 8:30 am	<b>BREAKFAST</b>
8:30 am – 10:00 am	<p><b>PRIMING THE PUMP: Existing Syntheses We Can Use as Basis for Practitioner Summaries</b></p> <ul style="list-style-type: none"> <li>• <b>OVERVIEW OF NEW VENUES FOR EBMGT and SYSTEMATIC REVIEW</b> Denise</li> <li>• <b>LEARNING FROM EVIDENCE IN INNOVATION RESEARCH</b> Jason Azuma</li> <li>• <b>OB META-ANALYSES COMPLETED SINCE 1990</b> –There are a lot, how might they be used? Paul Salipante, Ravi, Josh Manning</li> <li>• <b>DESIGNING PRODUCTS PRACTITIONERS CAN PUT TO USE</b> Jayne Speicher</li> </ul>
10:00 am – 10:15 am	<b>BREAK</b>
10:15 am – 11:15 am	<p><b>DESIGNING SYNTHESIS: A COMMON USER FRIENDLY FORMAT -- Facilitated Discussion</b></p> <ul style="list-style-type: none"> <li>• What types of information are critical in summaries for practitioners?</li> </ul>
11:15 am – 12:00 pm	<p><b>REFLECTIONS: Learning from the Practice and Experience of EBMedicine</b></p> <ul style="list-style-type: none"> <li>• Georges Potworowski presents with comments by Practice Experts (Jayne, Chris, John, Christopher...)</li> </ul>
12:15 am – 1:30 pm	<b>LUNCH</b>
1:30 pm – 1:45 pm	<b>GROUP PHOTO</b>

1:45 pm - 3:15 pm	<p><b>BREAK OUT EXERCISE</b></p> <p><b>Using Meta-Analysis #1 TBA, Outline Practitioner Summary</b>          (questions to answer, key points, specific to meta-analysis domain)</p> <p><b>REPORT BACK</b></p>
3:15 pm - 3:30 pm	<b>BREAK</b>
3:30 pm - 4:30 pm	<p><b>BREAK OUT Round Two</b></p> <p><b>Using Meta-Analysis #2 TBA, Do it again. What are the Learnings?</b></p> <p><b>REPORT BACK</b></p>
4:30 pm - 5:15 pm	<p><b>TEACHING EBMgt</b></p> <ul style="list-style-type: none"> <li>James O'Brien, Judi DePalma, Jodi Goodman, interested others?</li> </ul>
5:15 pm - 5:45 pm	<p><b>FEEDBACK &amp; ADJOURNMENT</b></p> <ul style="list-style-type: none"> <li>Suggested changes for tomorrow's agenda</li> </ul>
7:15 pm	Bus Transportation to Dinner in Strip District
7:30 pm - 10:30 pm	<b>Dinner at Lidia's</b> , Denise's favorite restaurant

**Saturday, June 28, 2008**

TIME	TOPIC/ACTIVITY
8:15 a.m.	Bus from Hotel to Carnegie Mellon
8:30 am - 9:00 am	<b>BREAKFAST</b>
9:00 am – 10:30 am	<p><b>LAUNCHING "Science You can Use"</b></p> <ul style="list-style-type: none"> <li>Content/Format/Review Process/Scholar &amp; Practitioner Partnering/Volunteers</li> </ul>
10:30 am – 11:30 am	<p><b>BOOK(S)</b></p> <ul style="list-style-type: none"> <li><b>Handbook</b> (Tentative outline prepared only as a starting point for discussion)</li> <li><b>Workbook</b> Ravi/Denise/All</li> <li>... a next meeting focused on book(s)?</li> </ul>

11:30 am - 12:00 pm

**CLOSING**

- **Evaluation:** How well have the goals been met?
- **Impact:** What am I doing differently? What do we see others doing differently?
- **Celebration:** Whether you are near the goals you love, love the goals you are near ... (Crosby, Stills, Nash & Young, Channeling Weick)