



# Pathway: upskilling professionals in evidence-based practice

Pathway is a flexible, modular development programme, designed to equip professionals with the skills and expertise to practically apply the principles of evidence-based practice.

## Why Pathway?

People in organisations make important decisions and investments every day about their employees, their processes, products and clients. But it's challenging to make the right decisions when you're faced with lots of information and data, conflicting advice about 'best practice', simplistic fads and fashions, let alone personal biases and relationships in the workplace. Being more systematic and rigorous helps you cut through the 'noise', enabling you to critically appraise information, to take action that is based on insight and evidence, rather than opinion or organisational tradition.

Pathway delivers practical, real-world training, designed to help professionals become more effective in their role, matching skill development with organisational need, at a time that's right for you. You can pick from a menu of courses, tailoring your journey to meet your specific needs. As a Pathway delegate, you'll also benefit from joining a community of like-minded professionals, accessing practitioner tools and resources, online networking and attendance at Future Work Centre events.



## The Pathway Programme:

In designing Pathway we recognise that the needs of organisations and practitioners will vary. That's why, with our support, you'll define your own Pathway journey – whether that's one course module, or a series of modules.

Pathway modules are organised against two broad themes:

1. **Practitioner skills:** these modules focus on helping people make decisions based on the best available evidence, understanding and applying research and data, and influencing others in this regard.
2. **Organisational research:** these modules focus on upskilling employees in all aspects of organisational research, from focus groups to surveys, designing quality research in a pragmatic but evidence-based way.



A good start point on Pathway is our free taster workshop called Insight into Action where we introduce the fundamentals of evidence-based practice and share how they can be applied in an organisation.

## Practitioner skills modules:



### Evidence-based decision-making – “We keep making the same mistakes over and over again!”

This one-day module provides employees with an insight into the limitations of human decision-making at work, including how we can easily fall prey to fads and fashions, as well as personal biases and ‘thinking errors’. Acknowledging that we don't usually set out to make poor-quality decisions, we explore why it can be so difficult, particularly the organisational and individual contributing factors. We explore tools and techniques to improve our objectivity when it comes to new initiatives, making changes and evaluating our own and others' critical thinking.

## Stakeholder Management – “Why can’t they see things the way I do?”

Here we look at the importance of relationships in the workplace and the role of influencing and negotiation when it comes to convincing others. This is particularly relevant when we consider the use of scientific and other good quality evidence. Not everyone welcomes new evidence and new ways of thinking! And there’s no one single method for convincing others to change their minds. We emphasise the interdependence of working relationships and the skills of objectivity, tact and diplomacy when bringing others round to our way of using evidence and making decisions.

## Understanding Research – “I feel blinded by science...”

Scientific and academic evidence is a key part of evidence-based practice in the workplace, but it’s not always accessible or easy to understand and implement. As scientists ourselves, we’ll help decode the terminology and share the essentials of what to look for when reading a piece of research – the way it was designed and implemented, the methodology and the analyses performed on the data. Delegates will learn how to distinguish excellent from average research, what to look out for in results and how to implement the findings of research in their own environment.

## Making sense of data – “But what does it all mean?”

This module is designed to remove the fear many of us have when it comes to data and statistics. Working in a data-rich environment can feel overwhelming, especially when others use data to support their own perspective. We’ll cover the essential theory and practice of organisational data, using realistic examples, to build delegates’ confidence when dealing with quantitative data at work. We’ll explore the different ways the same piece of data can be represented very differently and what to look out for in others’ data analyses.

## Evidence-based evaluation – “Did it work?”

Designed specifically to give practitioners the skills to evaluate the impact of their own and others’ initiatives at work. A core element of evidence-based practice is knowing what works and how it works. Yet, organisations consistently fail to carry out thorough evaluations of their restructures, their training or the adjustments they make to how and where employees work. This module covers processes and models to practically raise your evaluation game, to identify how well things are working (or not) and to make the case for change.



## Organisational Research modules:

### Principles of organisational research

Delegates will learn the essentials of planning and executing their own organisational research. We cover the pros and cons of different research designs, the role of sampling, pilot studies, control groups and dealing with the interruptions and 'noise' that come from working in the real world. Delegates will learn how to frame a research question, identify a method for collecting data and consider how they can best analyse it.

### Getting value from employee surveys

There's more to conducting a survey than thinking up some questions! This module covers the science behind surveys in organisations and gives guidance on when surveys should and shouldn't be used. We cover survey design, pre- and post-survey communications, data analysis and reporting. If you want to conduct surveys independently of external providers, or simply improve how you manage your existing survey, this module represents a valuable investment.

### Qualitative data analysis

Not all data takes the form of numbers. Qualitative information such as employee survey comments or the outputs from focus groups can be hugely powerful, providing a rich narrative. However, analysing this kind of information is quite different to that of quantitative statistics, so we approach it in a very different way. Delegates will be immersed in realistic comments from a research questionnaire and taught the principles of thematic analysis so they can identify themes and sub-themes and learn how to write up and share their insights.

### Designing and running focus groups

Here we take delegates through the practicalities of organising, designing and taking action on the back of focus groups. Gathering employee or customer feedback in a shared forum brings advantages but also some challenges, including managing accurate data collection, handling disagreements and conflicts, making sense of feedback gathered and turning feedback into action. This module starts with the fundamentals and covers practical exercises to build delegates' confidence and skills so they can run their own focus groups.



## Building a development Pathway

There's no set route through Pathway because different organisations and people will have different requirements. However, the examples below may help you think about how you can combine the modules:



### Looking at L&D through a different lens

Jennifer is head of learning and development and invests heavily in both technical and 'soft skills' training programmes from external providers. Several of her senior peers have challenged her on the business benefits of some of these courses, asking what impact they're having on day-to-day operations. She and her team of L&D practitioners attend the half-day 'Insight into Action' introductory workshop followed by the one-day, in-house 'Evidence-based Evaluation' module, resulting more rigorous evaluations of all L&D interventions.

Six months later, her team tell her that they are finding it hard to manage the requests from the business for courses they have heard about 'on the grapevine'. Jennifer arranges an additional Stakeholder Management module for her team so they can put their evidence-based approach to work with some challenging stakeholders.



### "Let's do this ourselves"

James is HRD in a large services business and has noticed that the cost of conducting their employee research with an external consultancy, has grown significantly over the last three years. His organisation has been running a quarterly employee opinion surveys and has been using the same consultancy to run focus groups before initiating organisational change. Abandoning these activities isn't an option, but James is determined to bring them in-house, so he enrolls his team of HR business partners on Pathway. They attend an in-house version of 'Insight into Action' workshop to get an introduction to evidence-based practice.

A month later, they attend 'Principles of Organisational Research' and 'Getting value from organisational surveys' to get a deep-dive exposure to these critical skills. Six months later, they attend 'Designing and running focus groups' and within the year, James has successfully brought these activities in-house. Reduces his spend on external consultancy and up-skilled his own team significantly.



## “Fads, fashions and fairy tales”

Sarah is responsible for her organisation’s leadership development programme. Recent conversations with delegates has revealed their tendency to introduce ‘exciting’ and ‘new’ ways of working and operating philosophies on a whim. Leaders tend to come across them online or in management magazines and see them as ‘the latest thing’.

Discussing this topic with her HR colleagues, it seems that these management fads are quite disruptive, so Sarah adds the ‘**Insight into Action**’ workshop and the ‘**Evidence-based decision-making**’ module to the leadership programme to introduce a more sceptical perspective among aspiring leaders. This equips delegates with a better understanding of their own attraction to novelty along with frameworks they can use to identify management myths, fads and fashions.

## Pricing

Pathway is run on an in-company basis. Modules can be combined together as a series to meet your particular needs.

Duration

In-house pricing  
(up to 12 delegates)

Practitioner Skills		
Evidence-based decision-making	1 day	£2000
Stakeholder management	1 day	£2000
Understanding research	1 day	£2000
Making sense of data	1 day	£2000
Evidence-based evaluation	2 days	£4000

  

Organisational Research		
Principles of organisational research	1 day	£2000
Getting value from employee surveys	2 days	£4000
Qualitative analysis	2 days	£4000
Designing & running focus groups	1 day	£2000



## Benefits of Pathway

- Pathway's flexible modular design allows delegates to tailor their development journey based on their specific needs. There's no requirement to commit to multiple modules over time.
- Delegates will be equipped with the skills and understanding to critically appraise evidence and data, distinguish between reputable, quality advice and simplistic fads and fashions.
- Pathway modules can 'plug' into existing development programmes at all levels in an organisation.
- We help delegates become more informed purchasers, practitioners who can use scientific principles and evidence to better effect in the workplace.
- Pragmatism is embedded in all our modules, reflecting the realities of working in an organisation, helping you deliver 'best fit' solutions to your challenges.

## Where will your Pathway journey start?

If you would like to discuss your organisation's needs in relation to Pathway, please get in touch. You can find out more by visiting our website [www.futureworkcentre.com](http://www.futureworkcentre.com), email at [info@futureworkcentre.com](mailto:info@futureworkcentre.com) or give us a call on **020 7947 4273**.

