



Critical Decision Making: The Role of Constructive Conflict

Session Details

Faculty: Prof. Michael Roberto Date: Wednesday, October 16, 2019

Location: Overland Park Convention Center Sign In: 8:30 AM
6000 College Blvd, Overland Park, KS 66211

Phone: 913.339.3000 Session: 9:00 AM - 4:00 PM

Session Description

Through fascinating examples from history, including the Bay of Pigs, Cuban Missile Crisis, and the tragedy on Mount Everest, this workshop will explore the following: the five myths of executive decision making; how to foster open debate; how to achieve "diversity in counsel, unity in command"; how to move to closure: overcoming the inability to decide; avoiding "analysis paralysis" and other pitfalls; how to gain the whole-hearted commitment to act; and how to address hidden doubts that could undermine your final decision.

Biography

Prof. Michael Roberto is the Trustee Professor of Management at Bryant University in Smithfield, RI, where he teaches leadership, managerial decision-making, and business strategy. He joined the tenured faculty at Bryant after serving for six years on the faculty at Harvard Business School. He has also been a Visiting Associate Professor of Management at New York University's Stern School of Business. Professor Roberto's research focuses on strategic decision-making processes and senior management teams. More recently, he has studied why catastrophic group or organizational failures happen, such as the Columbia Space Shuttle accident and the 1996 Mount Everest tragedy. Professor Roberto's research has earned several major awards. His 2004 article, "Strategic decision-making processes: Beyond the efficiency-consensus tradeoff," was selected by Emerald Management Reviews as one of the top 50 management articles of 2004. His book, *Why Great Leaders Don't Take Yes For An Answer*, was named one of the top 10 business books of 2005 by The Globe and Mail. His multimedia case study about the 2003 space shuttle accident, titled *Columbia's Final Mission*, earned the software industry's prestigious Codie Award in 2006 for Best Postsecondary Education Curriculum Solution.

Guide to Participant Selection

Department	Admin	Distrub	Engr	Finc	H.R.	Legal	Mktng	IT	Or	Plng	Pchsg	R&D	Sales
Senior Executive (Pres. Exec & Sr VP)	2	2	2	2	2	2	2	2	2	2	2	2	2
Executive (VP & Gen'l Mgr)	2	1	1	1	1	2	1	1	1	1	1	2	1
Senior Managers (Div & Reg. Mgrs)	1	1	1	1	1	1	1	1	1	1	1	1	1
Middle Managers & Superintendents	2	2	2	2	2	2	2	2	2	1	2	2	2

Time Allocation - Topics

33% Building and Leading a Team Case Study: The 1996 Mount Everest Tragedy

Critical lessons regarding leadership style, common decision-making errors, team design, and the importance of developing a climate where people feel comfortable expressing dissenting views.

33% Designing an Effective Decision-Making Process Case Study: Bay of Pigs and Cuban Missile Crisis.

Through the study of these two classic decisions by President Kennedy, we compare and contrast how these two teams managed conflict more vs. less effectively. It also provides an interesting contrast in the leadership approach that Kennedy took in the failed decision vs. the later successful one. Specifically, he learned a great deal from the failure, and adapted his leadership style and his decision-making process in several critical ways in the latter case.

34% Fostering Innovative Decision-Making Case Study: IDEO

IDEO is one of the worlds leading product design firms. How has this firm consistently designed innovative, market leading products for companies in a wide variety of industries? What are the critical components of their highly creative, yet disciplined process for innovation and new product development? This case study allows us to examine how leaders at IDEO foster creativity and innovation, and build and lead high-performing teams. It also helps us understand the ways in which the leaders at IDEO have created a culture that encourages and stimulates innovation, which enables IDEO to sustain competitive advantage over time in a dynamic industry.

Focus

Primary - Leadership Development

Communication, Creativeness, Decisiveness, Interpersonal Relations, Judgment

Secondary - Planning/Organizing

Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions

Tertiary - Executing/Controlling/Evaluating

Coordination, Decision Making, Follow Up, Results Analysis

Level

Introductory

Intermediate

Advanced

FOR REGISTRATIONS PLEASE CONTACT: **Brendan Dowd**

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