



Dallas-Ft. Worth

Critical Decision Making: The Importance of Constructive Conflict

Session Details

Faculty:	Dr. Michael Roberto	Date:	Thursday, May 21, 2020
Location:	Federal Reserve Bank 2200 N Pearl St., Dallas, TX 75201	Sign In:	8:30 AM
Phone:	(214) 922-6000	Session:	9:00 AM - 4:00 PM

Session Description

Leaders hear 'yes' far too often. They don't hear bad news until it's too late. It's an enormous problem for leaders, for teams, for the entire organization. But is it inevitable? Absolutely not. In this workshop, Professor Michael Roberto shows you how to stimulate dissent and debate to improve your decision making; he also shows how to keep that conflict constructive.

Biography

Prof. Michael Roberto is the Trustee Professor of Management at Bryant University in Smithfield, RI. 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 decision making, teamwork, and leadership. He has published three books, the latest of which is titled *Unlocking Creativity* (Wiley, 2019). He also has developed three Great Courses lecture series, the best-selling *Everest Leadership and Team Simulation*, and the award-winning *Columbias Final Mission* multi-media case study about the 2003 space shuttle accident.

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.

FOR REGISTRATIONS PLEASE CONTACT: **Mike Godwin**

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