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CRITICAL THINKING SKILLS TO IMPROVE YOUR DECISION-MAKING
with Dr. Michael Roberto
$395 (US) per person

VIRTUAL SESSION (3-HOUR)

CRITICAL THINKING SKILLS TO IMPROVE YOUR DECISION-MAKING

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. This program shows you how to stimulate dissent and debate to improve your decision-making. Of course, conflict alone does not produce better decisions and improved results. Leaders need to cultivate debate and simultaneously build consensus.

Through fascinating examples from history, including the Bay of Pigs, Cuban Missile Crisis, and the tragedy on Mount Everest, this program will explore the five myths of decision making; how to foster open debate that actually builds long-term consensus; how to achieve "diversity in counsel, unity in command"; how to move to closure and overcoming the inability to decide; avoiding "analysis paralysis" and other pitfalls. Whether you're a leader or a project team member, this program will help you leverage your team's immense untapped wisdom to make better decisions-and get better results.

DR. MICHAEL ROBERTO

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 has 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.

TOPICS COVERED

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

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.

FOSTERING INNOVATIVE DECISION-MAKING CASE STUDY: IDEO

IDEO IS ONE OF THE WORLD'S 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.

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