



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

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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

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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.

# TOPICS COVERED

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## DESIGNING AN EFFECTIVE DECISION-MAKING PROCESS

### LEADERSHIP LESSONS FROM 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

## COGNITIVE BIASES IN DECISION-MAKING

SUNK COST TRAP  
CONFIRMATION BIAS  
RECENCY EFFECT  
OVERCONFIDENCE BIAS

## WAYS TO BUILD PSYCHOLOGICAL SAFETY IN THE DECISION-MAKING PROCESS

BUILD A CLIMATE OF OPENNESS  
PROTOTYPE, EXPERIMENT, AND TEST

## CASE STUDY: BAY OF PIGS AND CUBAN MISSILE CRISIS

BY STUDYING THESE TWO CLASSIC DECISIONS BY PRESIDENT KENNEDY, WE COMPARE AND CONTRAST HOW THESE TWO TEAMS MANAGED CONFLICT MORE VS. LESS EFFECTIVELY. SPECIFICALLY, HE LEARNED A GREAT DEAL FROM THE FAILURE, ADAPTING HIS LEADERSHIP STYLE AND DECISION-MAKING PROCESS IN SEVERAL CRITICAL WAYS IN THE LATTER CASE.

## DECIDING HOW TO DECIDE METHODOLOGY

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