



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 often hear "yes" far too often and rarely encounter bad news until it's too late. This creates a significant challenge—not just for leaders, but for their teams and the entire organization. However, this problem is far from inevitable. With the right approach, leaders can encourage constructive dissent and thoughtful debate to sharpen their decision-making processes.

This program teaches you how to foster open dialogue and robust discussion while also building consensus. After all, conflict alone doesn't lead to better decisions—leaders must balance diverse perspectives with alignment around a shared goal.

Through captivating historical case studies, including the Bay of Pigs, the Cuban Missile Crisis, and the Mount Everest tragedy, this program delves into critical insights. You'll uncover the five myths of decision-making, learn how to promote debate that unifies rather than divides, and explore the concept of "diversity in counsel, unity in command." Additionally, the program will address overcoming indecision, avoiding "analysis paralysis," and navigating other common decision-making pitfalls.

Whether you're a leader or a member of a project team, this program equips you to tap into the collective wisdom of your team, make more informed decisions, and achieve better outcomes.

# 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 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

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## DESIGNING AN EFFECTIVE DECISION-MAKING PROCESS

KEY ELEMENTS OF A STRUCTURED DECISION-MAKING APPROACH  
BALANCING SPEED, ACCURACY, AND COLLABORATION IN LEADERSHIP DECISIONS

## LEADERSHIP LESSONS FROM THE 1996 MOUNT EVEREST TRAGEDY

LEADERSHIP STYLE AND ITS IMPACT ON DECISION-MAKING UNDER PRESSURE  
COMMON DECISION-MAKING PITFALLS IN HIGH-STAKES ENVIRONMENTS  
THE IMPORTANCE OF FOSTERING A CULTURE WHERE DISSENTING VIEWS ARE VALUED

## UNDERSTANDING COGNITIVE BIASES IN DECISION-MAKING

SUNK COST TRAP – WHEN PAST INVESTMENTS DISTORT FUTURE CHOICES  
CONFIRMATION BIAS – SEEKING INFORMATION THAT ALIGNS WITH PREEXISTING BELIEFS  
RECENCY EFFECT – OVERWEIGHTING RECENT EVENTS IN DECISION-MAKING  
OVERCONFIDENCE BIAS – UNDERESTIMATING RISKS AND OVERESTIMATING CAPABILITIES

## CREATING PSYCHOLOGICAL SAFETY IN DECISION-MAKING

BUILDING A CULTURE OF OPENNESS TO ENCOURAGE DIVERSE PERSPECTIVES  
USING PROTOTYPING, EXPERIMENTATION, AND TESTING TO REDUCE UNCERTAINTY

## THE "DECIDING HOW TO DECIDE" METHODOLOGY

A STRATEGIC APPROACH TO STRUCTURING DECISION-MAKING BASED ON CONTEXT AND COMPLEXITY  
TOOLS AND FRAMEWORKS FOR SELECTING THE BEST DECISION-MAKING MODEL FOR A GIVEN CHALLENGE

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