

Constructive Debate™

Building Better Ideas



EXECUTIVE SUMMARY

To be successful as global competitors, leaders in today's organizations must establish and maintain an environment that supports the open exchange and exploration of ideas, leading to fuller participation, greater innovation, and better decisions. Executives, thought leaders, key contributors, and managers need to model and use critical thinking and exceptionally clear communication in making sure that ideas and proposals undergo a thorough process of debate and development. They need to learn how to minimize the impact of internal competitiveness, defensiveness, and vested interests and maximize the use of tools and processes that allow good ideas to become great ideas and off-the-wall notions to become true innovations.

In this two-day seminar, participants use challenging and controversial issues from their own organizations to develop their skills for constructive discussion and debate. They also learn how to establish the conditions that encourage constructive debate and to eliminate those conditions that prevent potentially useful ideas from getting a hearing or allow poorly thought-through ideas to be implemented.

WORKSHOP MATERIALS

Every participant receives a bound workshop manual, with examples, worksheets and checklists.

WHO IS IT FOR?

Leaders, managers, team members, and individual contributors whose ideas have an impact on the organization's ability to innovate and compete.

WHAT WILL I BE ABLE TO DO AFTER PARTICIPATING?

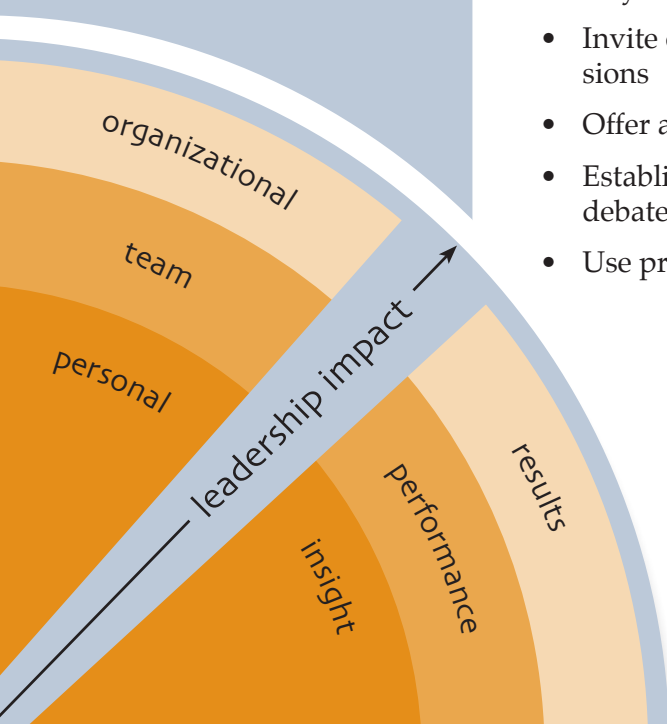
You will be better able to:

- Express your ideas clearly and directly
- Engage others in expressing their ideas
- Explore one another's views for the purpose of understanding and clarifying them
- Challenge others' ideas, rationale, and/or conclusions in a constructive way
- Invite others to explore, challenge, and test their own ideas or conclusions
- Offer a constructive, non-defensive response to others' challenges
- Establish and maintain an environment that supports constructive debate
- Use processes and tools that support constructive debate

At businessfruit we are passionate about helping you deliver results. We provide powerful, practical and globally-proven workshops on a local, regional or worldwide basis - workshops that help you drive lasting improvements in personal, team and organizational performance.

To find out more about this workshop and our other programs:

1. email businessfruit at: info@businessfruit.com
2. phone Hywel Thomas at businessfruit on: +32.476.611.317
3. visit our web site at www.businessfruit.com, and 'contact us'



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CORE PROGRAM

- **Overview and Positioning**
 - Discussion of organizational climate and needs; introduction to key definitions and concepts
- **Conditions for Constructive Debate**
 - Benchmark exercise; review of requirements for successful and constructive debate
- **Constructive Debate Model**
 - Introduction of Ladder of Inference and Constructive Debate Skills
- **Skill Practice: Expressing and Engaging**
 - Active practice in the skills of dialogue
- **The Art of Dialogue**
 - Summary of dialogue skills; transition to debate
- **Skill Practice: Exploring and Challenging**
 - Active practice in the skills of dialogue and debate
- **Introduction to Process Tools**
 - Review of process tools that support constructive debate
- **Planning for Constructive Debate**
 - Introduction of planning tools; application to a specific upcoming opportunity
- **Conducting a Constructive Debate**
 - Review of process tools that support constructive debate
- **Next Steps and Commitments**
 - Review of key learnings and follow-up planning

