

PRODUCTIVE BUSINESS DIALOGUE

EQUIP YOUR MANAGERS WITH EFFECTIVE COMMUNICATION SKILLS THAT GET TO THE POINT TO GET RESULTS

PRODUCTIVE BUSINESS DIALOGUE DELIVERS WORLD-CLASS CONTENT THAT SHARPENS CRITICAL THINKING AND DECISION-MAKING SKILLS IN REALISTIC BUSINESS SITUATIONS

PRODUCTIVE BUSINESS DIALOGUE provides real-life situations where managers explore ways to improve the effectiveness of business conversations. Managers are immersed in dialogue-based situations that foster learning by doing, where they make key decisions that drive the dialogue and ensuing results. The course's tools, practice scenarios, and resources offer multiple opportunities for examining productive dialogue and sharpening the communication skills that lead to better business decisions.

CONTENT

SCENARIO-BASED LEARNING, INTERACTIVE TOOLS, FOLLOW-UP GUIDANCE

Productive Business Dialogue puts managers directly into dialogue-based situations where they must find ways to advance stalled conversations. By taking various paths, managers learn how to clarify ideas and sort factual information to reach joint conclusions.

The course provides firsthand experiences in a safe environment and gives managers the opportunity to use interactive tools and apply follow-up action plans.

Managers will learn how to:

- o **Understand** the need to be curious about how people reach conclusions.
- o **Explore** the Ladder of Inference model and how it affects thinking.
- o **Apply** the Ladder model to distinguish between fact and inference.
- o **Present** more productive questions.
- o **Formulate** and communicate reasoning more effectively.
- o **Improve** interactions with direct reports, peers, and supervisors.
- o **Enhance** cooperation and collaboration among work groups, departments, and the executive team.

Productive Business Dialogue immerses users in the consequences of their own decisions and provides immediate feedback. All course activities are short and modular, with no portion taking more than twenty minutes. The entire program requires one to three hours to complete.



HIGHLIGHTS

- > World-class, award-winning content
- > Rich interactivity with video and gaming aspects
- > Immediate, personalized feedback
- > Proven communication techniques
- > Customizable on-the-job action plans
- > Flexible learning paths
- > On-screen Guide provides direction
- > Learn by doing

EXPERTS

Productive Business Dialogue is based on the research and writing of business communications experts:

CHRIS ARGYRIS

- o Professor Emeritus, Harvard Business School
- o Author of thirty books, including *On Organizational Learning*
- o Consultant to corporations, government agencies, universities

PETER SENGE

- o Founding Chair, Society for Organizational Learning
- o Senior lecturer, Massachusetts Institute of Technology
- o Author, *The Fifth Discipline: The Art and Practice of the Learning Organization*
- o "Major influencer of business strategy in the 20th century"
—*Journal of Business Strategy*

COURSE ELEMENTS

A FRAMEWORK FOR EFFECTIVE BUSINESS COMMUNICATIONS

Productive Business Dialogue takes managers through reality-based conversations in a fast-paced interactive format. Just as with live conversations, each situation offers alternative paths that produce different outcomes for each challenge.

Realistic practice scenarios and interactive tools enable time-pressed managers to grasp key concepts quickly and retain them permanently.

Simulations enhance Harvard Business Publishing's award-winning courses to a new level of learning. Rich, multiple-media formats offer a wide breadth of video, audio, and print content.

ASSESSING WORKPLACE MENTAL MODELS Assess one's ability to distinguish between real data and assumptions.

REFRAMING "BE IN CONTROL" THINKING Test and sharpen the ability to recognize the different rungs of the Ladder of Inference, and then apply the Ladder to a work situation.

"LEFT-HAND/RIGHT-HAND" EXERCISE Assess one's ability to craft conversations that maximize openness and minimize defensiveness.

INTERACTIVE SCENARIO Puts the learner in situations that lead to decision-driven consequences that affect people, processes, and productive outcomes.

UNIQUE, CUSTOMIZED PATHS As in real conversations, each learner will experience a different path through challenging situations.

DECISION POINTS Multiple instances that prompt the learner to make decisions and face consequences.

RESOURCE LIBRARY Nine expert perspectives from *Harvard Business Review* and other top sources.

ACTION PLANS Guidance for applying concepts on the job.

QUIZ Evaluate comprehension of the content with built-in assessments.

ADDITIONAL FEATURES

Gaming aspects and video (50+ minutes) make for a memorable learning experience.

SUPPORT

IMPLEMENTATION SERVICES

PRODUCTIVE BUSINESS DIALOGUE is quick and easy to deploy via your LMS or intranet. Our Implementation Services Team can help you develop an effective rollout strategy. An organization can create a tailored deployment or use a Facilitation Guide for each course.

Many more Harvard Business Publishing offerings are available to help you achieve your leadership and management development objectives. Please contact us for information on our comprehensive portfolio of strategic content, programs, and services.

TARGET AUDIENCE

PRODUCTIVE BUSINESS

DIALOGUE is helpful for mid-level managers in your organization who are involved in collaborative decision making with team members, other departments, and senior management. Building and improving your managers' communications skills will directly affect your organization's success.

Building and refining your managers' communication skills for defusing stressful situations will directly affect your organization's success.

COMPLEMENTARY OFFERINGS

Extend the course's impact with additional leadership development simulations:

MANAGING DIFFICULT CONVERSATIONS

The natural follow-on to **Productive Business Dialogue**, this **Simulation** course shows how to uncover the real data and reasoning underlying disagreements, and to build collaborative conclusions.

NEGOTIATING FOR RESULTS

How to prepare for and conduct effective negotiations.

LEADING TEAMS WITH EMOTIONAL INTELLIGENCE

How to establish positive group norms that drive high performance

Or select from our deep well of print and digital content. Ask your relationship manager for recommendations to match your current strategic initiatives.

LEARN MORE

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