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# Executive Business Communication Training Course: Boards, Meetings and Persuasion

12 – 16 April 2027  
Tokyo





## Executive Business Communication Training Course: Boards, Meetings and Persuasion

**Ref:** 436\_25302 **Date:** 12 – 16 April 2027 **Location:** Tokyo **Fees:** 6900 GBP

### Programme Summary

Executive business communication is the subject of this one-week training course for directors and senior managers, ending in a board briefing pack for one live decision. Senior messages are often long, late or unclear, which delays decisions and weakens support. The programme moves from principles of message structure, through diagnosis of gaps in meetings and papers, to design of persuasive spoken and visual messages, and then to application. Mars Training Centre UK delivers this executive business communication programme for leaders from mixed organisations.

### The Business Case

Boards and executive teams decide on what they are told and how it is framed. Unstructured briefings, crowded slides and unfocused meetings consume senior time and invite avoidable challenge. Leaders who state the answer first, tailor the message to each audience and manage questions with control secure decisions earlier and keep stakeholders aligned between meetings, with less rework on papers and fewer repeated discussions.

- Decision Turnaround: Shortens as briefings lead with a clear recommendation and the evidence behind it.
- Meeting Time: Falls as agendas fix purpose, owners and decisions in advance.
- Stakeholder Alignment: Improves as messages are adapted to what each audience needs to act.

### Principles and Evidence Base

- Pyramid Principle by Barbara Minto: It supplies the answer-first structure and opening sequence used to build briefings in Sessions 1 and 3.
- Cognitive load theory by John Sweller: It guides the slide and visual design choices reviewed in Session 2 and built in Session 3.
- Aristotle's appeals of ethos, pathos and logos: They frame the persuasion maps and argument tests used in Sessions 3 and 4.

### Intended Participants

- Directors who present recommendations to boards and committees.
- Heads of function who must win support from peers and executives.
- Senior managers who chair meetings and decide what is escalated.
- Project and programme sponsors who report progress and risk to governance forums.
- Leaders who represent their organisation to partners and regulators.



The programme serves banking, healthcare, energy and public sector organisations, and suits mixed groups.

## Learning Outcomes

1. Participants will be able to construct an answer-first message using the Pyramid Principle.
2. Participants will be able to diagnose clarity and time losses in meetings, papers and slides.
3. Participants will be able to design a board briefing storyline with supporting visuals.
4. Participants will be able to evaluate audience needs and adapt messages to each group.
5. Participants will be able to justify a recommendation under challenge using prepared responses.
6. Participants will be able to prioritise meeting agendas, decisions and follow-up actions.

## Programme Structure

### Day 1: Executive Business Communication Principles and Audience

What does a senior audience need to hear, and in what order?

- Pyramid Principle Message Structure
- Situation Complication Question Answer Opening
- Audience Needs Profile
- Decision and Information Message Types
- Message Clarity Test

### Day 2: Diagnosing Communication Gaps in Boards, Meetings and Teams

Where do messages lose clarity, time or support?

- Meeting Purpose and Outcome Audit
- Stakeholder Influence and Interest Grid
- Cognitive Load Review of Slides
- Board Paper and Briefing Review
- Question and Objection Log

### Day 3: Designing Persuasive Spoken and Visual Messages

How is a message built so that it persuades and can be acted on?

- Ethos Pathos Logos Argument Map
- Board Briefing Storyline
- Single-Message Slide Design
- Data Visual Selection Guide
- Opening and Close Script



## Day 4: Leading Meetings and Handling Questions

How does a leader keep a meeting productive and answer challenge with control?

- Meeting Agenda and Decision Format
- Facilitation Intervention Cards
- Difficult Question Response Bank
- Bridging and Reframing Phrases
- Voice, Pace and Presence Feedback Sheet

## Day 5: Applying Executive Business Communication to One Live Briefing

Is the briefing ready to be delivered to the board?

- Applying the Session 1 Message Structure to the Chosen Briefing
- Testing the Session 2 Audience Grid on Attendees
- Finalising the Session 3 Storyline and Slides
- Rehearsing the Session 4 Question Bank
- Completing the Board Briefing Pack

## Methodology

The programme uses a simulation method built on anonymised board papers, meeting recordings and slide sets. Participants brief a mock board in small groups, receive structured feedback from peers and the facilitator on message, slides and delivery, and revise each work product before it enters the briefing pack, with a short plenary review at the close of each day.

- Suggested activity: Rewriting a long update as a one-page answer-first brief.
- Suggested activity: Cutting a crowded slide to a single message and a supporting visual.
- Suggested activity: Answering a panel of difficult questions and receiving feedback on control and clarity.

## Capstone Output

Each participant completes a board briefing pack for one live decision. It holds an answer-first storyline, an audience grid, a short slide set, a question and response bank and a meeting agenda with decision format. The pack is used at work to brief the board, prepare the room and agree actions with attendees.



## Frequently Asked Questions

### **Is executive business communication suitable for senior managers who rarely present to boards?**

Yes. Executive business communication starts from message structure and assumes responsibility for recommendations or reporting, not prior experience with boards.

### **Which models does executive business communication rest on in this programme?**

Executive business communication here rests on the Pyramid Principle, cognitive load theory and Aristotle's appeals of ethos, pathos and logos.

### **How is the board briefing pack from executive business communication used at work?**

You use the board briefing pack to brief your board, prepare for questions and agree actions with attendees.

### **How does executive business communication differ from a programme on business writing?**

Executive business communication centres on spoken and visual briefings, meetings and questions, while business writing centres on emails and reports.