# Internal and External Messaging Assessment and Performance Metrics Training Course

28 June – 2 July 2027
Geneva

# Internal and External Messaging Assessment and Performance Metrics Training Course

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## Programme Summary

Internal and external messaging assessment and performance metrics are the subject of this one-week training course for senior communication, strategy and stakeholder leaders, ending in a messaging assessment and metrics pack for one organisation unit. Many organisations publish large volumes of messages, yet report only reach and activity, so leaders cannot show what the messages changed. The programme teaches how to inventory channels, test how messages are received, set outcome measures and report results to executives. Mars Training Centre UK delivers this programme on messaging assessment and performance metrics to mixed-organisation cohorts.

## The Business Case

Messages to employees, regulators, investors and the public carry cost and risk, because unclear or conflicting messages cause rework, weak adoption of decisions and loss of trust. Leaders who assess messaging against stated goals, and who measure outcomes instead of counting outputs, can direct effort to what works and stop what does not.

- Message Consistency: Improves as channels and messages are inventoried and conflicts are resolved at source.
- Stakeholder Understanding: Becomes visible as perception research replaces assumptions about how messages land.
- Communication Spend Allocation: Shifts toward channels with measured outcomes instead of channels with the largest reach.

## Principles and Evidence Base

- Barcelona Principles: The measurement principles published by AMEC, which stress measurable goals and outcomes over outputs, frame the metric design in Sessions 3 and 4.
- Goal Setting Theory: Specific goals direct performance, so Session 1 begins every assessment from a stated organisational goal.
- Survey Sampling: Session 2 applies sampling and response bias principles to employee and external perception research.
- Content Analysis: Session 2 uses coded review of messages to compare what is said with what was intended.

## Intended Participants

- Communication leaders who must show the value of messaging to executives.
- Strategy and planning managers who set organisational goals that messages must support.
- Stakeholder and investor relations managers who track how external audiences respond.
- Internal engagement leaders who run employee channels and surveys.
- Governance and assurance managers who review how the organisation communicates.

Typical sectors include banking, energy, public administration and healthcare.

## Learning Outcomes

1. Participants will be able to construct a channel and message inventory for one organisation unit.
2. Participants will be able to diagnose gaps between intended messages and the messages stakeholders receive.
3. Participants will be able to evaluate perception research for sampling and bias weaknesses.
4. Participants will be able to prioritise outcome measures above activity counts for each communication goal.
5. Participants will be able to justify a set of performance metrics with baselines and targets.
6. Participants will be able to construct an executive report that links messaging results to decisions.

## Programme Structure

## Day 1: Goals, Scope and Message Inventory

What must the messaging achieve, and what is the organisation saying today?

- Organisational Goal Statement
- Assessment Scope Sheet
- Channel Inventory Register
- Message Sampling Frame
- Stakeholder Audience Map

## Day 2: Testing How Messages Land

How are intended and received messages compared with evidence?

- Content Analysis Coding Sheet
- Employee Pulse Questionnaire
- External Perception Interview Guide
- Response Bias Checklist
- Intended Versus Received Gap Table

## Day 3: Designing Performance Metrics

Which measures show change, and which only show activity?

- Output Outcome Impact Ladder
- Barcelona Principles Metric Screen
- Baseline and Target Sheet
- Leading and Lagging Indicator Pairs
- Data Source and Owner Register

## Day 4: Reporting and Decisions

How are results presented so that executives act on them?

- Executive Dashboard Layout
- Insight and Recommendation Page
- Spend Reallocation Case
- Conflicting Message Resolution Log
- Quarterly Review Calendar

## Day 5: Applying the Tools to One Organisation Unit

Do the inventory, research, metric and reporting tools hold together for one unit?

- Applying the Session 1 Channel Inventory Register
- Testing the Session 2 Intended Versus Received Gap Table
- Tuning the Session 3 Baseline and Target Sheet
- Checking the Session 4 Executive Dashboard Layout
- Completing the Messaging Assessment and Metrics Pack

## Methodology

The programme uses a structured exercise method built on anonymised message samples, survey extracts and channel statistics. Participants work in mixed-function teams on one shared organisation unit, challenge each other's metrics, and receive written facilitator feedback on every exercise.

- Suggested activity: Coding a sample of staff and press messages against stated goals.
- Suggested activity: Rewriting an activity-based report as an outcome-based one.
- Suggested activity: Presenting a metric set to a panel acting as an executive committee.

## Capstone Output

Each participant completes a messaging assessment and metrics pack for one organisation unit. It holds a channel inventory, a gap table of intended against received messages, a metric set with baselines and targets, an executive dashboard layout and a short action list. The pack is used at work to brief executives and to plan the next review cycle.

## Frequently Asked Questions

### Is internal and external messaging assessment and performance metrics suitable for leaders new to measurement?

Yes. Internal and external messaging assessment and performance metrics are taught through cases and templates, so you need communication or planning experience but no statistics background.

### Which framework does internal and external messaging assessment and performance metrics draw on?

Internal and external messaging assessment and performance metrics draw on the Barcelona Principles for measurement, alongside goal setting theory, survey sampling and content analysis.

### How is the pack from internal and external messaging assessment and performance metrics used at work?

You use the messaging assessment and metrics pack to brief executives, justify spending on channels that deliver outcomes and plan the next review cycle.

### How does internal and external messaging assessment and performance metrics differ from media relations training?

Internal and external messaging assessment and performance metrics centre on reviewing and measuring messages already issued, while media relations training centres on handling journalists and press requests.