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Global Learning for Operational Leaders



COMMUNICATION AND WRITING SKILLS | CWS-041

Briefing and Influencing Senior Executives

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Course content

Why Attend

Getting time with senior executives is difficult, and when it comes it is usually short. Professionals who can brief leaders concisely, anticipate their concerns and influence their thinking are trusted with more responsibility and see their ideas implemented. Those who ramble, overload with detail or fail to make a clear ask lose credibility quickly.

This Briefing and Influencing Senior Executives training course develops the skills needed to communicate upwards with confidence and impact. Participants learn how executives think and decide, how to prepare concise verbal briefings, how to frame proposals in strategic terms, how to handle challenge and tough questions, and how to build lasting influence with senior stakeholders.

Course Methodology

• The course is practice-intensive. Participants prepare and deliver short briefings to trainers and peers acting as executives, who interrupt, challenge and question as real leaders do. Recorded practice, structured feedback and repeat attempts help participants build confidence and polish.

Course Objectives

• Explain how senior executives think, prioritise and make decisions

• Prepare concise briefings focused on what executives need

• Frame proposals in terms of strategy, risk and value

• Deliver short verbal briefings with clarity and confidence

• Handle challenge, interruptions and tough questions

• Communicate bad news and problems constructively

Target Audience

• Managers and senior professionals who brief executives

• Project and programme managers

• Advisers, analysts and specialists

Course content

- Chiefs of staff and executive office staff

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Course outline

Detailed course outline

Day-by-day outline for Briefing and Influencing Senior Executives.

Day 1 - Understanding Senior Executives

- 09:00-09:34 | How executives spend their time and attention
- 09:34-10:08 | What executives value: clarity, judgement and solutions
- 10:08-10:42 | Decision-making styles and preferences of leaders
- 10:42-11:00 | Common mistakes when briefing senior people
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Common mistakes when briefing senior people (continued)
- 11:46-12:20 | Understanding organisational politics and priorities
- 12:20-12:53 | Self-assessment of upward communication skills
- 12:53-14:00 | Exercise: analysing an executive's priorities

Day 2 - Preparing an Executive Briefing

- 09:00-09:34 | Defining the purpose and the specific ask
- 09:34-10:08 | Leading with the conclusion and recommendation
- 10:08-10:42 | Selecting the few facts that really matter
- 10:42-11:00 | Framing issues in terms of strategy, risk and value
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Framing issues in terms of strategy, risk and value (continued)
- 11:46-12:20 | Anticipating questions and objections
- 12:20-12:53 | Preparing supporting material without overloading
- 12:53-14:00 | Workshop: preparing a three-minute briefing

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Day 3 - Delivering with Impact

- 09:00-09:34 | Opening strongly and getting to the point quickly
- 09:34-10:08 | Executive presence: voice, posture and composure
- 10:08-10:42 | Adapting in real time to the executive's reactions
- 10:42-11:00 | Using visuals and one-page summaries effectively
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Using visuals and one-page summaries effectively (continued)
- 11:46-12:20 | Briefing in corridors, lifts and short slots
- 12:20-12:53 | Briefing executives remotely and by video
- 12:53-14:00 | Practice: recorded executive briefings with feedback

Day 4 - Handling Challenge and Difficult Messages

- 09:00-09:34 | Responding confidently to tough questions
- 09:34-10:08 | Saying I do not know and following up properly
- 10:08-10:42 | Handling interruptions and changes of direction
- 10:42-11:00 | Delivering bad news and escalating problems
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Delivering bad news and escalating problems (continued)
- 11:46-12:20 | Disagreeing respectfully with senior leaders
- 12:20-12:53 | Recovering when a briefing goes badly
- 12:53-14:00 | Simulation: a challenging briefing with an executive panel

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Day 5 - Building Long-Term Influence

- 09:00-09:54 | Building credibility through reliability and judgement
- 09:54-10:21 | Understanding and working with executive assistants
- 10:21-11:00 | Building relationships with senior stakeholders
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Building relationships with senior stakeholders (continued)
- 11:45-12:12 | Using allies and networks to influence decisions
- 12:12-12:39 | Following up after briefings and decisions
- 12:39-13:33 | Final briefing practice with detailed feedback
- 13:33-14:00 | Personal action plan for influencing executives

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Seminar dates

Available seminar dates

Live dates and pricing for Briefing and Influencing Senior Executives generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	London	Classroom	**€2,915**
25 - 29 January 2027	Barcelona	Classroom	**€2,275**
4 - 8 January 2027	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	Amsterdam	Classroom	**€3,215**
22 - 26 February 2027	London	Classroom	**€2,915**
1 - 5 February 2027	Barcelona	Classroom	**€2,275**
8 - 12 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
15 - 19 February 2027	Cape Town	Classroom	**€1,825**
1 - 5 March 2027	London	Classroom	**€2,915**
8 - 12 March 2027	Barcelona	Classroom	**€2,275**
15 - 19 March 2027	Frankfurt	Classroom	**€2,175**
22 - 26 March 2027	Dubai	Classroom	**€2,845**
12 - 16 April 2027	London	Classroom	**€2,915**
19 - 23 April 2027	Barcelona	Classroom	**€2,275**
26 - 30 April 2027	Frankfurt	Classroom	**€2,175**
5 - 9 April 2027	Geneva	Classroom	**€3,315**
17 - 21 May 2027	London	Classroom	**€2,915**

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Date	Location	Format	Fee
24 - 28 May 2027	Barcelona	Classroom	**€2,275**
3 - 7 May 2027	Frankfurt	Classroom	**€2,175**
10 - 14 May 2027	Istanbul	Classroom	**€2,825**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	London	Classroom	**€2,915**
12 - 16 July 2027	Barcelona	Classroom	**€2,275**
19 - 23 July 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	Madrid	Classroom	**€3,400**

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Date	Location	Format	Fee
9 - 13 August 2027	London	Classroom	**€2,915**
16 - 20 August 2027	Barcelona	Classroom	**€2,275**
23 - 27 August 2027	Frankfurt	Classroom	**€2,175**
2 - 6 August 2027	Munich	Classroom	**€2,425**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
25 - 29 October 2027	London	Classroom	**€2,915**
4 - 8 October 2027	Barcelona	Classroom	**€2,275**
11 - 15 October 2027	Frankfurt	Classroom	**€2,175**

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Date	Location	Format	Fee
18 - 22 October 2027	Rome	Classroom	**€2,830**
1 - 5 November 2027	London	Classroom	**€2,915**
8 - 12 November 2027	Barcelona	Classroom	**€2,275**
15 - 19 November 2027	Frankfurt	Classroom	**€2,175**
22 - 26 November 2027	Vienna	Classroom	**€3,425**
13 - 17 December 2027	London	Classroom	**€2,915**
20 - 24 December 2027	Barcelona	Classroom	**€2,275**
27 - 31 December 2027	Frankfurt	Classroom	**€2,175**
6 - 10 December 2027	Amsterdam	Classroom	**€3,215**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**