

Lesson 2 — Structure & Core Language

Session 2 of 8 | Duration: 60 min | Artifact: 60-sec fragment (headline + one beat)

Purpose

Introduce the five-beat structure and the functional language that makes each beat work.

Phases

Time	Phase	Trainer does
0:00–0:10	Review L1 patterns	Share 2–3 observations from L1 recordings (no names). Common patterns: status buried under analysis; risks named without mitigants; ask missing or vague.
0:10–0:25	Teach the five beats	Walk through each beat on screen. Name the purpose and time budget. ~3 min per beat.
0:25–0:45	Language bank	Introduce the anchor phrases (see below). Each learner says each phrase aloud once in context.
0:45–0:55	Micro-task	Each learner picks any program from their own work and records a 60-sec "headline + performance against targets" fragment.
0:55–1:00	Close	Confirm Lesson 3 drills the risk assessment beat. Save fragments.

Scripted teacher language

"The structure isn't a script. It's a checklist. If any beat is missing, leadership can't decide."

"You're going to give updates like this for the rest of your career. The first sentence should name your stance — on track, at risk, or off track."

"For this exercise, pick a real program from your own work. Don't invent."

Language bank — anchor phrases

Beat	Phrases (use each at least once during the course)
Headline & status	"This [period], the [program] is [on track / at risk / off track] against its [primary metric]." "The headline number is [X] [unit] against a target of [Y]."

Beat	Phrases (use each at least once during the course)
Performance against targets	"We delivered [X] against a target of [Y] — a variance of [%]." "The driver of the [over- / under-]performance was [factor]."
Forward outlook	"Next quarter, the [program] is scheduled to [enrol / place / graduate] [number]." "Confidence in that number is [high / medium / low] because [reason]."
Risk assessment	"The main risks are [X] and [Y]. To mitigate [X], we'd [action]. For [Y], [action]."
Ask	"I'm asking [group leadership / the steering committee] for [specific decision]. If approved, [conditions / next steps]."

Between-session work

Each learner brings one real program from their own pipeline to Lesson 3 — with the performance numbers and the forward outlook already drafted in their head. They don't write a script.

Artifact

60-sec recording per learner. Headline + performance against targets only. Save as **MAX_[Branch]_[LearnerID]_GroupReport_L2_YYYY-MM-DD**.

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