

## 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 of a QBR brief 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 metrics; issues named without resolutions; 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 8 anchor phrases (see below). Each learner says each phrase aloud once in context.
0:45–0:55	Micro-task	Each learner picks any account from their own book and records a 60-sec “headline + account performance” fragment.
0:55–1:00	Close	Confirm Lesson 3 drills the issues & resolutions beat. Save fragments.

### Scripted teacher language

*“The structure isn’t a script. It’s a checklist. If any beat is missing, the client can’t decide.”*

*“You’re going to deliver QBRs like this for the rest of your career. The first sentence should name the quarter’s status — on track, at risk, or accelerating.”*

*“For this exercise, pick a real account from your own book. Don’t invent.”*

### Language bank — 8 anchor phrases

Beat	Phrases (use each at least once during the course)
Headline & status	“This quarter [account name] is [on track / at risk / accelerating]. The one decision I need from you today is [ask].”
Headline alt	“Overall the account is [status]. I’m here to talk about [the specific item].”
Account performance	“Against the [N] KPIs we agreed, we hit [M] and missed [K].”   “Service availability across [scope] was [X]% this quarter.”
Performance alt	“Compared to last quarter, [metric] improved by [Y] / declined by [Y].”
Issues & resolutions	“The two main issues this quarter were [X] and [Y]. On [X], we [action]. On [Y], we [action].”
Issues alt	“We owe you [credit / RCA / replacement] for [incident]. That’s been

Beat	Phrases (use each at least once during the course)
	[delivered / scheduled by date].”
Roadmap	“Looking at next quarter, the priorities are [A], [B], [C].”   “There’s an opportunity to [scope] — happy to scope it if you’d like.”
Decision request	“I’m asking for [specific decision] today. If we have that, [next step].”   “If approved, we’ll [deliverable] by [date].”

## Between-session work

Each learner brings one real account from their own book to Lesson 3 — with the headline and account performance already drafted in their head. They don’t write a script.

## Artifact

60-sec recording per learner. Headline + account performance only. Save as Mobily\_[Segment]\_[LearnerID]\_QBR\_L2\_YYYY-MM-DD.